

Performance Plan

Director: Engineering 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.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

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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 Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Solid Waste	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Electrical Engineering	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Civil Engineering Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Project Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Town Planning	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
T13	Basic Service Delivery	Limit unaccounted electricity to less than 7.5% as at 30 June 2020 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} X 100} (rolling twelve month average)	% unaccounted electricity captured in the report	7.5%	Electricity losses report generated from an Excel database maintained for the calculation of the electricity losses	7.5%	7.5%	7.5%	7.5%	2

Annexure A

2019/20

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T14	Basic Service Delivery	Recycle 2000 tons of domestic waste by 30 June 2020	Number of tons of domestic waste recycled	1800	Weighbridge Report	500	500	500	500	2
T15	Basic Service Delivery	Spend 95% of the total amount budgeted for the replacement and repair on the electricity network by June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	90%	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T16	Basic Service Delivery	95% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	95%	Monthly Lab results from AL Abbot	95%	95%	95%	95%	2
T17	Basic Service Delivery	Spend 95% of the total amount budgeted for the replacement and repair of street lights by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	90%	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T18	Basic Service Delivery	Limit unaccounted water to less than 15% as at 30 June 2020 {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold (incl free basic water) / Number of Kiloliters Water Purchased or Purified _ 100}	% unaccounted water captured in the report	12%	Water Losses Excel database maintained by the Manager: Civil Engineering Services	15%	15%	15%	15%	2
T19	Basic Service Delivery	Spend 95% of the total amount budgeted for new connections by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	90%	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T20	Basic Service Delivery	Spend 95% of the total amount budgeted for the electrification of Kenana by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T21	Basic Service Delivery	Spend 95% of the total amount budgeted for the electrification of McGregor by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T22	Good Governance and Public Participation	Complete the review of the SDF and submit to Council for approval by 31 May 2020	SDF submitted to Council	Approved SDF	Approved SDF and Agenda of the Council meeting during which SDF was discussed	0	0	0	1	2
T23	Basic Service Delivery	80% of effluent samples comply with permit values {(Number of effluent samples that comply with permit values/Number of effluent samples tested)x100}	% of effluent samples compliant	75%	Lab results from AL Abbot	80%	80%	80%	80%	2
T24	Basic Service Delivery	Spend 95% of the total amount budgeted to replace safety and test equipment by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	90%	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	1
T25	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrading of filters in Montagu WTW by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	90%	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T26	Basic Service Delivery	Spend 95% of the total amount budgeted for the replacement of pre-paid meters by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	90%	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T27	Basic Service Delivery	Spend 95% of the total amount budgeted for the construction of paved roads to upgrade gravel roads by 30 June 2020 {(Total actual expenditure for	% of budget spent	New capital project for 2019/20	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T28	Basic Service Delivery	the project/Total amount budgeted for the project)x100} Spend 95% of the total amount budgeted for the rehabilitation/upgrade of existing tar roads in Central Business District of all 5 towns by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	New capital project for 2019/20	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T29	Basic Service Delivery	Spend 95% of the total amount budgeted to replace the 11Kv switchgear of Asitton Main Substation by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T30	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrade of the 11Kv Line in Stockwill by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T31	Basic Service Delivery	Spend 95% of the total amount budgeted for the installation of the 11Kv switchgear in Brinks Substation by 30 June 2020 {(Total actual expenditure for the projects/Total amount budgeted for the projects)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T32	Basic Service Delivery	Spend 95% of the total amount budgeted to replace 11Kv Oil Insulated Switchgears by 30 June 2020 {(Total actual expenditure for the projects/Total amount budgeted for the projects)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T33	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrade of the 11Kv Line to Poortjieskloof by 30 June 2020 {(Total actual expenditure for the	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T34	Basic Service Delivery	Spend 95% of the total amount budgeted to replace the 66Kv Switchgear (Goudmyrn and Le Chasseur Substations) by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T35	Basic Service Delivery	Spend 95% of the total amount budgeted to upgrade Bonnievale Main Substation by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T36	Basic Service Delivery	Spend 95% of the total amount budgeted to upgrade the 11Kv Cable Feeder from White Street Substation to Van Zyl Street Hospital Substation by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T37	Basic Service Delivery	Spend 95% of the total amount budgeted to replace the 66Kv Transformers at Robertson Main Substation by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	1
T38	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrade of the 11Kv Line at Goedemoed by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	1
T39	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrade of the 11Kv Line at Mc Gregor / Boesmansrivier by	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received	0	20%	60%	95%	1

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}			from the Finance Department					
T40	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrade of the 11Kv Line at Buitekantstraat in McGregor by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	1
T41	Basic Service Delivery	Spend 95% of the total amount budgeted for the installation of basic services (water) for informal settlements by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	New capital project for 2019/20	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T42	Basic Service Delivery	Spend 95% of the total amount budgeted for the installation of bulk services for housing projects by 30 June 2020 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	2
T43	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrade of the public drop-off (McGregor) by 30 June 2020 {(Total actual expenditure for the projects/Total amount budgeted for the projects)x100}	% of budget spent	Roll-over project from 2018/19	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	1
T44	Basic Service Delivery	Spend 95% of the total amount budgeted for the reconstruction of the Bonnievale Stores by 30 June 2020 {(Total actual expenditure for the projects/Total amount budgeted for the projects)x100}	% of budget spent	New capital project for 2019/20	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	1

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T45	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrading of Muiskraalkop sewerage outflow by 30 June 2020 {(Total actual expenditure for the projects/Total amount budgeted for the projects)x100}	% of budget spent	New capital project for 2019/20	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	1
T46	Basic Service Delivery	Spend 95% of the total amount budgeted for the upgrade of the Ashton MRF by 30 June 2020 {(Total actual expenditure for the projects/Total amount budgeted for the projects)x100}	% of budget spent	New capital project for 2019/20	Monthly CAPEX report received from the Finance Department	0	20%	60%	95%	1
D188	Good Governance and Public Participation	Attend to all internal audit queries within 10 working days	% of Internal Audit queries attended to within 10 working days	90%	Proof of submission	90%	90%	90%	90%	1
D189	Good Governance and Public Participation	Report quarterly on progress made with the implementation council resolutions applicable to the directorate to the Office of the MM	Number of reports submitted	4	Proof of submission	1	1	1	1	1
D190	Municipal Financial Viability and Management	95% of the capital budget for the directorate spent by 30 June	% of capital budget spent by 30 June	90%	CAPEX Report from finance	0%	20%	60%	95%	1
D191	Good Governance and Public Participation	Respond to all external COMAF's received within 5 working days after receipt	% of external COMAF's responded to within 5 working days	100%	Proof of submission	100%	100%	0%	0%	2
D192	Municipal Financial Viability and Management	Compile a tender plan of all projects and submit to SCM and the CFO by 31 July	Tender plan completed and submitted by 31 July	1	Proof of submission	1	0	0	0	1
D193	Good Governance and Public Participation	Submit monthly reports to Internal Audit from February to June on the progress made with the implementation with Audit Action plan	Number of reports submitted	5	Proof of submission	0	0	2	3	1
D194	Municipal Financial Viability and Management	Compile a procurement plan of all capita projects and submit to the MM for approval by 31 July	Procurement plan completed and approved by 31 July	1	Signed-off tender plans	1	0	0	0	1

Annexure A 2019/20

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D195	Municipal Transformation and Institutional Development	Conduct at least 2 formal evaluations of the performance of identified personnel and submit a report with the outcomes to the Municipal Manager	Number of formal evaluations conducted	New KPI	Signed-off evaluation sheets	1	0	1	0	1
D196	Good Governance and Public Participation	Attend to media and press enquiries within 3 days	% of media and press enquiries attended to within 3 days	New KPI	Proof of date of receipt and date of submission	100%	100%	100%	100%	1
D197	Municipal Transformation and Institutional Development	Compile a report on the performance of service providers applicable to the directorate and submit to SCM monthly	Number of reports submitted	Revised KPI	Proof of submission	3	3	3	3	1
TOTAL										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
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 • Financial reporting and delivery 	1.67
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 	1.67

Competency	Definition	Weight
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

