

Performance Plan

Director: Corporate 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.



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	
Divisional Performance										
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Legal 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%	3.33
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Labour relations	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%	3.33
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Governance Support	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%	3.33

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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	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Administrative support	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%	3.33
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Traffic 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%	3.33
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Human Resources	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%	3.33
Divisional Performance total weights										
Managerial Performance										
D229	Good Governance and Public Participation	Attend to all internal audit queries within 5 working days	% of internal Audit queries attended to within 5 working days	90%	Performance confirmed by Internal Audit	90%	90%	90%	90%	0.67

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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	
D230	Good Governance and Public Participation	Report quarterly on progress made with the implementation of council resolutions applicable to the directorate to the Office of the MM	Number of reports submitted	4	Proof of submission	1	1	1	1	0.67
D231	Good Governance and Public Participation	Facilitate the monthly meetings of ward committees	Number of monthly ward committee meetings held	120	Minutes of Ward Committee meetings	36	12	24	36	0.67
D232	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%	0.67
D233	Municipal Financial Viability and Management	95% of the maintenance budget for the directorate spent by 30 June	% of the maintenance budget spent by 30 June	95%	Operational expenditure report	0%	30%	60%	95%	0.67
D234	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%	Performance confirmed by Internal Audit	100%	100%	0%	0%	0.67
D236	Good Governance and Public Participation	Respond to all external RFI's received within 2 working days after receipt	% of external RFI's responded to within 2 working days	100%	Performance confirmed by Internal Audit	100%	100%	0%	0%	0.67

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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	
D237	Municipal Financial Viability and Management	Compile a procurement plan of all projects and submit to SCM and the CFO by 30 June	Procurement plan completed and submitted by 30 June	1	Proof of submission	0	0	0	1	0.67
D238	Municipal Financial Viability and Management	Monthly achieve 90% of the milestones (activities) in the Procurement Plan	% of the milestones achieved	90%	Report submitted	90%	90%	90%	90%	0.67
D239	Municipal Financial Viability and Management	Report quarterly to SCM on Service Level Agreements (SLA's) with service providers in line with relevant legislation ie Section 116 of the MFMA	Number of reports submitted	4	Proof of submission	1	1	1	1	0.67
D240	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	0.67
D241	Good Governance and Public Participation	Report quarterly to MAYCO on all litigations	Number of report submitted to MAYCO	4	Minutes of MAYCO meetings	1	1	1	1	0.67

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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	
D242	Good Governance and Public Participation	Obtain inputs for the IDP and budget process from all wards	Proof of inputs received	4	Proof of inputs received via different sources	0	12	0	12	0.67
D243	Good Governance and Public Participation	Report monthly to the Municipal Manager on all property contracts	Number of reports submitted to the Municipal Manager	12	Proof of submission	3	3	3	3	0.67
D244	Good Governance and Public Participation	Monthly discuss the departmental SDBIP with the MMC and managers	Number of meetings held	12	Minutes of the meetings held	3	3	3	3	0.67
Divisional Performance total weights										
Strategic (Top Layer) Performance										
TL6	Municipal Transformation and Institutional Development	Percentage of municipality's training budget actually spent on implementing its workplace skills plan measured as at 30 June 2023 ((Total Actual Training Expenditure/Total training Budget)x100	Percentage (%) of municipality's training budget actually spent	1%	PROMUN financial system Annual Budget Variance report (Refer to Promun skills levy vote number)	0%	0%	0%	1%	6.25
TL7	Municipal Transformation and Institutional Development	Limit vacancy rate to 15% of budgeted posts by 30 June 2023 ((Number of funded posts	Percentage (%) of vacancy rate	0%	Advertisement Process Excel Sheet	15%	15%	15%	15%	6.25

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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	
TL8	Municipal Transformation and Institutional Development	Number of people from the EE target groups employed by 30 June 2023 in the 3 highest levels of management in compliance with the approved EE plan	Number of people from the EE target groups employed in the highest 3 levels of management by 30 June 2023	1	Appointment letter and approval dates for the filling of the vacancy	0	0	0	1	6.25
TL9	Municipal Transformation and Institutional Development	Develop a preventative maintenance plan for all administrative offices and submit to Council for approval by 30 November 2022	Plan developed and submitted for approval	0	Maintenance Plan and the minutes of the Council meeting during which the document was discussed	0	1	0	0	6.25
TL10	Municipal Transformation and Institutional Development	Develop a Safety Plan and Security Plan and submit to Council for approval by 30 September 2022	Plan developed and submitted for approval	0	Safety and Security Plan and the minutes of the Council meeting during which the document was discussed	1	0	0	0	6.25
TL11	Good Governance and Public Participation	Develop a Service Charter and submit to Council for	Service Charter developed	0	Service Charter and Minutes of the Council	0	0	1	0	6.25

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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	
		approval by 31 March 2023	and submitted for approval		meeting during which the document was discussed					
TL12	Municipal Transformation and Institutional Development	Review staff establishment and submit to Council for approval by 31 January 2023	Reviewed staff establishment submitted for approval	0	Reviewed staff establishment and Minutes of the Council meeting during which the document was discussed	0	0	1	0	6.25
TL13	Municipal Transformation and Institutional Development	Develop an HR Strategy and submit to Council for approval by 31 March 2023	Strategy developed and submitted for approval	0	HR Strategy and Minutes of the Council meeting during which the document was discussed	0	0	1	0	6.25
Strategic (Top Layer) Performance total weights										
TOTAL										
50										
80										

(Handwritten initials and signature)

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