

Performance Plan

Director: Corporate Services

2015/2016

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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.

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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.

Operational Performance of Department – Departmental SDBIP

Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
1	Good Governance and Public Participation	Manage the completion of the SDBIP and provision of PoE	90% of the KPI's of the directorate have been met as per Ignite Dashboard report	90%	Quarterly file of PoE and Ignite Dashboard report	12	3	3	3	3	4
2	Good Governance and Public Participation	Comply with all Laws and Regulations within the Directorate	Zero non-compliance in directorate as per report from the Compliance Officer (CO)	0	Reports from the CO	0	0	0	0	0	4
3	Good Governance and Public Participation	Comply with all Organizational HR, Financial and Supply Chain Management Policies	Zero non-compliance as per report from Internal Auditor (IA) & CO	0	Reports from IA and CO	0	0	0	0	0	4
4	Good Governance and Public Participation	Resolve all Internal Audit Queries in the directorate within 10 working days	Responses to IA within 10 working days as per report from IA	100%	Internal Audit Report	100%	100%	100%	100%	100%	4
5	Good Governance and Public Participation	Respond to all correspondence within the directorate within 10 days of receipt	% of correspondence attended to within 10 days of receipt	100%	Collaborator Report	100%	100%	100%	100%	100%	4
6	Good Governance and Public Participation	Manage risks identified by the directorate	Minutes of the Directorate Risk Meeting	1	Quarterly Minutes of the Directorate Risk Meeting submitted to the MM	4	1	1	1	1	4

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Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
7	Municipal Transformation and Institutional Development	Monitor the directorate fleet vehicles	Compliance to the instruction issued by the MM	4	Quarterly reporting to MM	12	3	3	3	3	4
8	Municipal Financial Viability and Management	Spend the directorate's capital budget in line with budget and time frames	% of capital budget spent	95%	Progress expenditure reports	95%	10%	20%	50%	95%	4
9	Good Governance and Public Participation	Implement council resolutions to ensure that the mandate of council is executed	Council resolutions implemented within the required timeframes	95%	Progress reports	95%	95%	95%	95%	95%	2
10	Municipal Financial Viability and Management	Spend the directorate's operational budget in line with budget and time frames	% of operating budget spent	95%	Monthly expenditure report from the financial system and Annual Financial Statements	95%	10%	20%	50%	95%	4
11	Good Governance and Public Participation	Implement transformation in the organization	75% of new positions filled within the directorate into the EE Plan	75%	Employment Equity Report per Directorate as provided by HR	75%	75%	75%	75%	75%	2
12	Good Governance and Public Participation	Communicate with line managers on a monthly basis to ensure organizational consistency	Number of meetings	10	Minutes of meetings submitted to MM	12	3	3	3	3	3
13	Municipal Transformation and Institutional Development	Comment on legislation relevant to Local Government	Submission of report to Executive Mayor and Municipal Manager	4	Quarterly reporting submitted to Executive Mayor and Municipal Manager	4	1	1	1	1	4

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Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
14	Municipal Transformation and Institutional Development	Report to Mayoral Committee on all litigation	Submission of report to Executive Mayor and Municipal Manager	4	Quarterly reporting submitted to Executive Mayor and Municipal Manager	4	1	1	1	1	3



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Strategic Performance (Top Level SDBIP)

Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
15	Municipal Transformation and Institutional Development	Spend 100% of the municipal budget on implementing its WSP by June 2016	100% of the municipal budget spent on implementing its WSP by June 2016	100%	Financial reports	95%	10%	20%	50%	95%	4
16	Good Governance and Public Participation	Number of people from the EE target groups employed 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 3 highest levels of management in compliance with the approved EE plan	1	Appointment letter and approval dates for the filling of the vacancy	1	0	0	0	1	1
17	Good Governance and Public Participation	Report monthly to the Municipal Manager on all property contracts	Monthly reports on the property contracts submitted to the Municipal Manager	12	Monthly reports on the property contracts submitted to the Municipal Manager and billing evidence	12	3	3	3	3	4
18	Good Governance and Public Participation	Conduct monthly ward committee meetings to ensure a functional ward committee system	Number of monthly ward committee meetings	120	Minutes of Ward Committee meetings	120	36	24	24	36	4
19	Basic Service Delivery	Build a new library: Ashbury (Montagu) by 30 June 2016	New library built by 30 June 2016	1	New library and budget spent	1	0	0	0	1	4
20	Municipal Transformation and Institutional Development	Spend the total amount budgeted for upgrading and altering the municipal offices	100% of the budgeted amount spent (R300 000)	100%	Capex reports	100%	25%	50%	75%	100%	5

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Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q1	Q2	Q3	Q4	Weight
21	Municipal Transformation and Institutional Development	Spend the total amount budgeted for the purchase of office equipment	100% of the budgeted amount spent (R300 000)	100%	Capex reports	100%	25%	50%	75%	100%	4
22	Basic Service Delivery	100% spent of the total roll-over capital amount budgeted for bakkies by 30 June 2016	% of roll-over capital amount budgeted spent by 30 June 2016	1	Report from the financial system	100%	0	0	0	100%	2
23	Good Governance and Public Participation	Maintain a clean audit opinion	Audit Opinion	1	Report of the Auditor General	1	0	0	1	0	1
24	Good Governance and Public Participation	Resolve all external audit issues	% of audit queries for which an action plan was submitted within 5 working days	100%	Response to COMAFS provided by AG	100%	100%	100%	100%	100%	1
								Total			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	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <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	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <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	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: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery 	1.67

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Competency	Definition	Weight
	<ul style="list-style-type: none"> Financial reporting and delivery 	
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
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