

Performance Plan

Director: Community Services

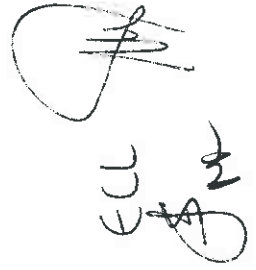
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The Performance Plan sets out:

- 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.

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 Indicators (KPI)	Unit of Measurement	Baseline	Portfolio of Evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Operational Performance of the Department										
SOBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the directorate	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	90%	90%	90%	90%	2
D414	Good Governance and Public Participation	Attend to all correspondence received from internal audit within 10 working days	% of Internal Audit correspondence attended to within 10 working days	100%	Confirmation of receipt of response by IA	90%	90%	90%	90%	1
D415	Good Governance and Public Participation	Respond to all correspondence received within the Directorate via Collaborator within 10 working days of receipt	% of correspondence responded to within 10 working days	90%	Collaborator report	90%	90%	90%	90%	1
D416	Good Governance and Public Participation	Hold quarterly Directorate Risks Management meetings and submit minutes to the MM	Number of meetings held	4	Minutes meetings	1	1	1	1	1
D417	Good Governance and Public Participation	Submit a monthly report to the MM on the monitoring of the usage trends of vehicles applicable to the Directorate	Number of reports submitted	4	Monthly vehicle reports submitted	3	3	3	3	1
D418	Good Governance and Public Participation	90% of capital budget for the directorate spent by 30 June	% of capital budget spent by 30 June	90%	CAPEX Report from finance	10%	20%	50%	90%	2
D419	Good Governance and Public Participation	Realise a 5% saving of the actual OPEX expenditure against the approved budget OPEX of the Directorate by 30 June	% saving realised	New KPI	OPEX Report from finance	0	0	0	5%	2
D420	Good Governance and Public Participation	Implement Council resolutions within the required timeframes	% of Council resolutions implemented	90%	Collaborator report	90%	90%	90%	90%	1
D421	Good Governance	Liaise with line managers	Number of meetings with line	10	Minutes of meetings	3	2	2	3	1

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Annexure A

Ratio	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of Evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	and Public Participation	monthly (except December and January)	managers							
D422	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%	Confirmation of receipt of response	100%	100%	0	0	1
D423	Good Governance and Public Participation	Compile a tender plan of all projects and submit to the MM for approval by 31 July	Tender plan completed and approved by 31 July	New KPI	Signed-off tender plans	1	0	0	0	2
D424	Good Governance and Public Participation	Communicate proposed budget adjustments with Portfolio Chairperson prior to submission to relevant structures	All proposed budget adjustments communicated with Portfolio Chairperson prior to submission to the budgetary structures	New KPI	Signed budget adjustment report by Portfolio Chairperson	100%	100%	100%	100%	1
D425	Good Governance and Public Participation	Monitor monthly that overtime taken adhere to the requirements of the Basic conditions of Employment Act and submit verification to this extend to the MM	Number of certifications submitted	New KPI	Certifications submitted	3	3	3	3	1
D426	Good Governance and Public Participation	100% of SCM deviations adhere to the requirements for deviation as indicated in the SCM policy	% of Deviations that adhere to the requirements in terms of the SCM policy	New KPI	Certifications submitted with deviation	100%	100%	100%	100%	1
D427	Good Governance and Public Participation	Proper procurement practices with the adherence to the approved SCM policy to promote good governance	0 successful appeals against procurement processes practices	0	SCM records of appeals received	0	0	0	0	1
D428	Good Governance and Public Participation	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	New KPI	Confirmation of receipt by SCM	3	3	3	3	1
D451	Basic Service Delivery	Transfer rental/ RDP housing stock	Number of transfers	150	Title deed and offer to purchase	90	90	90	90	5
D458	Basic Service Delivery	Oversee the administration of the housing waiting list	Sign of monthly waiting list	12	Housing waiting list and applications	3	3	3	3	5
D459	Basic Service	Oversee the implementation of	Reports submitted to Portfolio	12	Proof of submission of the	3	3	3	3	5

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Annexure A

Ref No.	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	Delivery	Housing delivery plan	Committees		report					
D479	Basic Service Delivery	Oversee the implementation of the maintenance plan for Parks and equipment by October 2016	Maintenance Plan submitted	New	Proof of submission	0	1	0	0	5
D479	Basic Service Delivery	Oversee the implementation of the maintenance plan for Sport fields by October 2016	Maintenance Plan submitted	New	Proof of submission	0	1	0	0	4
	Basic Service Delivery	Undertake a study on a new cemetery development plan	Plan submitted	New	Proof of submission	0	1	0	0	4
	Good Governance and Public Participation	Establish a stakeholder forum/ committee in all informal settlements	Number of forums established	New	Proof of forums established	0	0	1	0	4
	Good Governance and Public Participation	Establish a stakeholder forum for Sport codes/ facilities	Forum established	New	Proof of forums established	0	0	1	0	4
Strategic Performance of the Department										
T34	Basic Service Delivery	Review the Disaster Management Plan and submit for assessment to the District by 31 May 2017	Plan reviewed and submitted	1	Confirmation of submission of the Plan	0	0	0	1	4
T35	Municipal Transformation and Institutional Development	Purchase 2 vehicles for the Parks division by 30 June 2017	Number of vehicles purchased	1	Invoice, delivery note, registration of the vehicle	0	0	0	2	4
T36	Basic Service Delivery	90% spent of the total amount budgeted for the construction of the new cricket pitch turfs at Van Zyl Sport Grounds and Montagu Sport Grounds by 30 June 2017	% of budget spent	New capital project for 2016/17	Monthly CAPEX report from the Finance department	10%	20%	50%	90%	4
T37	Basic Service Delivery	Upgrade the road to the Zolani Cemetery by 30 June 2017	Upgrade completed	New capital project for 2016/17	Completion certificate	0	0	0	1	4
T38	Basic Service Delivery	Construct the Ashbury Library in Montagu by 30 June 2017	Construction completed	New capital project for 2016/17	Completion certificate	0	0	0	1	4

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Annexure A

Ref No	National KPA	Key Performance Indicators (KPIs)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T39	Basic Service Delivery	90% spent of the total amount budgeted for the upgrade of the Nkqubela sport fields by 30 June 2017 [(Total actual expenditure for the project/Total amount budgeted for the project)x100]	% of budget spent	New capital project for 2016/17	Monthly CAPEX report of the Finance Department	10%	20%	50%	90%	4
TOTAL										80

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Annexure A

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: • 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: • 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: • 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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	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: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

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Annexure A

Competency	Definition	Weight
Governance leadership	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: • 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

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