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.

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	
Operational Performance of the Department										
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the directorate	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
D284	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
D285	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
D286	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
D287	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
D288	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
D289	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
D290	Good Governance and Public Participation	Implement Council resolutions within the required timeframes	% of Council resolutions implemented	90%	Collaborator report	90%	90%	90%	90%	1
D291	Good Governance	Liaise with line managers	Number of meetings with line	10	Minutes of meetings	3	2	2	3	1

Ref No	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							
D292	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
D293	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
D294	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
D295	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
D296	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
D297	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
D298	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
Strategic Performance of the Department										
T40	Basic Service Delivery	Recycle 900 tons of domestic waste by 30 June 2017	Number of tons of domestic waste recycled	720	Weigh bridge report	225	225	225	225	1
T41	Municipal Financial Viability and	Limit unaccounted electricity to less than 7.5% as at 30 June	% unaccounted electricity	7.50%	Sale of electricity statistics from Finance department	7.50%	7.50%	7.50%	7.50%	4

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	Management	2017 {(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) × 100}								
T42	Basic Service Delivery	95% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS21 indicators/Number of water samples tested)x100}	% of water samples compliant	90%	Lab Results	95%	95%	95%	95%	4
T43	Municipal Financial Viability and Management	Limit unaccounted water to less than 18% as at 30 June 2017 {(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	18%	Sale of water statistics from Finance department	18%	18%	18%	18%	4
T44	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	80%	Lab Results	80%	80%	80%	80%	3
T45	Basic Service Delivery	Report monthly on the implementation according to the reporting requirements on MIG funds spending during the 2016/17 financial year	Number of reports submitted	12	Proof of submission of the reports	3	3	3	3	1
T46	Basic Service Delivery	90% spent of the total amount budgeted for the supply of bulk water to Nkqubela by 30 June 2017 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	90%	Monthly CAPEX report from the Finance department	10%	20%	50%	90%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T47	Basic Service Delivery	Replace 150 pre-paid meters to reduce energy losses by 30 June 2017	Number of pre-paid meters replaced	New capital project for 2016/17	Registration of meters on the system	50	100	120	150	2
T48	Basic Service Delivery	90% spent of the total amount budgeted for the replacement and repair of street lights by 30 June 2017 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	100%	Monthly CAPEX report from the Finance department	10%	20%	50%	90%	2
T49	Basic Service Delivery	90% spent of the total amount budgeted for the replacement and repair on the electricity network by June 2017 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	100%	Monthly CAPEX report from the Finance department	10%	20%	50%	90%	2
T50	Basic Service Delivery	Implement 9 Ward Committee projects by 30 June 2017	Number of ward committee projects implemented	12	Completion certificates	0	3	3	3	1
T51	Basic Service Delivery	90% spent of the total amount budgeted for new connections by 30 June 2017 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	100%	Monthly CAPEX report from the Finance department	10%	20%	50%	90%	2
T52	Basic Service Delivery	Upgrade 1.5 km's of gravel to paved streets by 30 June 2017	Km's upgraded from gravel to paved	New capital project for 2016/17	Completion certificate	0	0	0	1.5	2
T53	Basic Service Delivery	Replace 600m main sewer pump line in Ashton by 30 June 2017	Number of meters of sewer pump line replaced	New capital project for 2016/17	Completion certificate	0	0	0	600	2
T54	Municipal Transformation and Institutional Development	Purchase of new skip truck by 31 December 2016	Skip truck purchased	New capital project for 2016/17	Invoice, delivery note, registration of the vehicle	0	1	0	0	2
T55	Basic Service Delivery	Purchase 800 wheelie bins by 31 December 2016	Number of wheelie bins purchased	New capital project for 2016/17	Invoice, delivery note	0	800	0	0	2
T56	Basic Service	Complete the public ablution	Facility completed	New capital project	Completion certificate	0	0	1	0	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	Delivery	facility in Ashton by 31 March 2017		for 2016/17						
T57	Basic Service Delivery	Complete the construction of the new-drop off facility in Bonnievale by 30 June 2017	Facility completed	New capital project for 2016/17	Completion certificate	0	0	0	1	2
T58	Basic Service Delivery	Complete the upgrade of the Waste Water Treatment Works in Montagu by 30 June 2017	Upgrade completed	New capital project for 2016/17	Completion certificate	0	0	0	1	2
T59	Basic Service Delivery	90% spent of the total amount budgeted to repair leaks at the George Brink Reservoir 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 from the Finance department	10%	20%	50%	90%	2
T60	Basic Service Delivery	Construct a new transfer station in Ashton by 30 June 2017	Construction completed	New capital project for 2016/17	Completion certificate	0	0	0	1	2
T61	Basic Service Delivery	Construct 2 additional drying beds at the Waste Water Treatment Works in Ashton by 30 June 2017	Number of drying beds constructed	New capital project for 2016/17	Completion certificate	0	0	0	1	2
T62	Basic Service Delivery	Replace 750m of Koos Kok water pipeline in Robertson by 30 June 2017	Number of meters of water pipeline replaced	New capital project for 2016/17	Completion certificate	0	0	0	750	2
T63	Basic Service Delivery	Replace 900m of the main outfall sewer Voortrekker Road Robertson by 30 June 2017	Number of meters of sewer outfall replaced	1	Monthly CAPEX report from the Finance department	0	0	0	900	1
T64	Basic Service Delivery	90% spent of the total amount budgeted for to replace safety and test equipment (ladders, link sticks, earthing equipment, laptop) by 30 June 2017 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% of budget spent	100%	Monthly CAPEX report from the Finance department	10%	20%	50%	90%	1
T65	Municipal Transformation and	Purchase Cherry Picker by 31	Cherry Picker purchased	New capital project	Monthly CAPEX report from the Finance	0	0	1	0	1

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	Institutional Development	March 2017		for 2016/17	department					
T66	Basic Service Delivery	90% spent of the total amount budgeted for the installation of bulk services for Housing projects 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 from the Finance department	10%	20%	50%	90%	1
T67	Municipal Transformation and Institutional Development	Purchase 3x LDV's and 1x 3ton tipper for Montagu by 30 June 2017	Number of LDV's and Tipper purchased	New capital project for 2016/17	Invoice, delivery note, registration of the vehicle	0	0	0	4	1
T68	Municipal Transformation and Institutional Development	Purchase 5 LDV's for Ashton by 30 June 2017	Number of LDV's purchased	New capital project for 2016/17	Invoice, delivery note, registration of the vehicle	0	0	0	5	1
T69	Municipal Transformation and Institutional Development	Purchase 1 flatbed truck for Robertson by 30 June 2017	Flatbed truck purchased	New capital project for 2016/17	Invoice, delivery note, registration of the vehicle	0	0	0	1	1
T70	Municipal Transformation and Institutional Development	Purchase 2 x LDV'S and 1 Tipper Truck for Bonnievale by 30 June 2017	Number of LDV's and Tipper purchased	New capital project for 2016/17	Invoice, delivery note, registration of the vehicle	0	0	0	3	1
T71	Basic Service Delivery	Replace 200m waterline in Barlinka Avenue Bonnievale by 31 December 2016	Number of meters of waterline replaced	New capital project for 2016/17	Completion certificate	0	200	0	0	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; • 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

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 delievry 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 measur results and quality against identified objectives.	1.67
	TOTAL	**20**