

Performance Plan

Municipal Manager



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 Municipality										
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Financial Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Engineering Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Corporate Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Community Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Strategic and Social Development Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	2
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 directorate have been met as per Ignite Dashboard report	90%	Quarterly file of PoE and Ignite Dashboard report	90%	90%	90%	90%	2
D1	Municipal Transformation and Institutional Development	Liaise with the Head of Departments on a monthly basis (except for December and January)	Number of meetings held	1	Minutes of SMT meetings	3	2	2	3	1
D2	Good Governance	Respond to all external	% of external COMAF's	100%	Confirmation of receipt of	100%	100%	0	0	1

Annexure A

2016/17

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	and Public Participation	COMAF's received within 5 working days after receipt	responded to within 5 working days		response					
	Good Governance and Public Participation	Oversee the compilation and submission of the final IDP to Council by 31 May 2017	Final IDP submitted to Council	1	Minutes of council meeting during which reviewed IDP was discussed	0	0	0	1	5
	Good Governance and Public Participation	Oversee the compilation and submission of the final annual budget to Council by 31 May 2017	Final budget submitted to council	1	Minutes of council meeting during which the Budget was submitted for approval	0	0	0	1	5
	Good Governance and Public Participation	Oversee the compilation and submission of the Final Annual Report to Council by 31 March	Report submitted by 31 March	1	Council Minutes	0	0	1	0	5
	Good Governance and Public Participation	Oversee the compilation and submission of the Oversight Report to Council by 31 March 2017	Number of reports submitted to Council	1	Minutes of council meeting during which report was discussed	0	0	1	0	5
	Good Governance and Public Participation	Oversee the compilation and submission of the Top Layer SDBIP to the Mayor for approval	Top Layer SDBIP submitted to the Mayor within 14 days after the annual budget has been approved	1	Acknowledgement of receipt from the Mayor	0	0	0	1	5
	Good Governance and Public Participation	Oversee the compilation and submission of monthly reports in terms of Section 71 of the MFMA to Council	Number of reports submitted to Council	12	Minutes of council meeting during which report was discussed	3	3	3	3	5
	Good Governance and Public Participation	Oversee the compilation and submission of the Mid-Year Performance Report in terms of Sect 72 of the MFMA to Council by 31 January 2017	Number of reports submitted to Council	1	Report and minutes of Council meetings during which the report was discussed	0	0	1	0	5

Annexure A

2016/17

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	Good Governance and Public Participation	Ensure compliance with all laws and regulations	Compliance report submitted	1	Compliance report	1	1	1	1	4
	Good Governance and Public Participation	Review the delegations of roles and responsibilities	Submit report to Council for adoption of the system of delegation	1	Minutes of council meeting during which system of delegation was adopted	0	0	1	0	5
Strategic Performance of the Department										
T10	Municipal Transformation and Institutional Development	Appointments in 3 highest levels of management that comply with the Employment Equity Plan	Number of appointments made in 3 highest levels of management	1	Appointment letter and approval dates for the filling of the vacancy	0	4	0	0	4
T15	Municipal Financial Viability and Management	The percentage of the municipal capital budget actually spent on capital projects as at 30 June 2017 (Actual amount spent on capital projects excluding orders/Total amount budgeted for capital projects)X100	% of capital budget spent	90%	Annual financial statements	10%	30%	60%	90%	4
T22	Good Governance and Public Participation	Conduct two (2) formal evaluations of directors in terms of their signed agreements	Number of formal evaluations completed	2	Evaluation report and signed scoring sheets	0	1	1	0	4
T23	Good Governance and Public Participation	Develop Risk Based Audit Plan and submit to MM and Audit Committee by 30 June 2017	Risk Based Audit Plan submitted to MM and Audit Committee	New key performance indicator for 2016/17 financial year	Minutes of council meeting during which risk based audit plan was discussed	0	0	0	1	5
T32	Good Governance and Public Participation	Develop Audit Action Plan by 31 January 2017 from the final management report issued by the AG	Audit Action Plan developed	New key performance indicator for 2016/17 financial year	Proof of submission to the Municipal Manager	0	0	1	0	5
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	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 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