

## 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 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: Environmental 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% | 90%    |
| SDBIP Graph | Municipal Transformation and Institutional Development | Manage and achieve 90% of the KPI's of the sub-directorate: Social & Library 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% | 90%    |
| SDBIP Graph | Municipal Transformation and Institutional Development | Manage and achieve 90% of the KPI's of the sub-directorate: Sport Development   | 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% | 90%    |
| TL14        | Basic Service Delivery                                 | Complete the Environmental Impact Assessment (EIA) for the construction of a refuse transfer station in Uniondale by 30 June 2018 | EIA obtained by 30 June 2018   | 1                   | EIA report received from the Environmental Assessment Practitioner | 0       | 0   | 0   | 1   | 1      |
| TL17        | Basic Service Delivery                                 | Spend 95% of the approved project budget for the upgrading of the solid waste transfer station in George by 30 June 2018          | % of budget spend  | New KPI for 2017/18 | Monthly S71 reports received from Finance                          | 0%      | 25% | 60% | 95% | 95%    |
| TL18        | Basic Service Delivery                                 | Spend 95% of the approved project budget for the rehabilitation of the George landfill site by 30 June 2018                       | % of budget spend  | New KPI for 2017/18 | Monthly S71 reports received from Finance                          | 0%      | 25% | 60% | 95% | 95%    |
| TL19        | Basic Service Delivery                                 | Upgrade the Pacalisdorp Library by 30 June 2018   | Library upgraded   | New KPI for 2017/18 | Completion Certificate   | 0       | 0   | 0   | 1   | 1      |
| D48         | Good Governance and Public Participation               | Implement Council resolutions within the required timeframes  | Percentage of Council resolutions implemented  | 95%                 | Council resolution register  | 95%     | 95% | 95% | 95% | 95%    |
| D49         | Good Governance and Public Participation               | Attend to correctives measures as identified in internal audit reports the reduce risk areas within three month                   | Percentage of issues raised and proposed corrective measures attended to             | 95%                 | Acknowledgement of receipt from internal audit                     | 95%     | 95% | 95% | 95% | 95%    |
| D50         | Good Governance and Public Participation               | Submit quarterly reports to the internal audit division on the Management of risks identified for the Directorate                 | Number of risk management reports submitted  | 4                   | Acknowledgement of receipt from internal audit                     | 1       | 1   | 1   | 1   | 1      |

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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   |        |
| D51          | Municipal Transformation and Institutional Development | Evaluate all identified personnel in terms of the performance management system   | Number of formal evaluations completed   | 2                             | PMS evaluation report and individual score sheets                       | 1       | 0    | 1    | 0    | 0      |
| D52          | Municipal Transformation and Institutional Development | Conduct monthly meetings with line managers   | Number of meetings conducted with line managers  | 12                            | Minutes of meetings   | 3       | 3    | 3    | 3    | 3      |
| D53          | Municipal Transformation and Institutional Development | Submit monthly report to the Management meeting on the actual performance to the SDBIP  | Number of reports submitted to the Management meeting  | 12                            | Proof of submission of the report                                       | 3       | 3    | 3    | 3    | 3      |
| D54          | Municipal Transformation and Institutional Development | Attend to all safety issues raised during Health and Safety Committee meetings within 2 weeks   | Percentage of issues raised during Health and Safety Committee meetings attended to within 2 weeks | 95%                           | Copies of reports submitted   | 95%     | 95%  | 95%  | 95%  | 95%    |
| D55          | Municipal Transformation and Institutional Development | Investigate health and safety incidents to ensure the safety of all personnel and to protect the municipality from legal actions                                | Percentage of health and safety incidents investigated   | 100%                          | Copies of reports submitted   | 100%    | 100% | 100% | 100% | 100%   |
| D56          | Good Governance and Public Participation               | 100% compliance with all the legislative deliverables as measured per iComply   | % compliance   | 100%                          | Report from the iComply system and POE file if not loaded on the system | 100%    | 100% | 100% | 100% | 100%   |
| D57          | Municipal Transformation and Institutional Development | Respond to Collaborator items within 10 working days  | % items responded to within 10 working days  | New key performance indicator | Collab report   | 80%     | 80%  | 80%  | 80%  | 80%    |
| Not on SDBIP | Municipal Transformation and Institutional Development | Manage overtime in line with the approve budget   | Percentage overtime managed in line with the approve budget  | 100%                          | Expenditure report of financial system                                  | 100%    | 100% | 100% | 100% | 100%   |
| Not on SDBIP | Municipal Transformation and Institutional Development | Filling of vacancies in line with recruitment and selection policies and relevant legislation also considering the Employment Equity plan                       | Percentage vacancies filled  | 90%                           | Appointment letters   | 90%     | 90%  | 90%  | 90%  | 90%    |
| Not on SDBIP | Municipal Transformation and Institutional Development | Ensure compliance with all judiciary duties in terms of the MFMA and other relevant legislation applicable to your directorate, as well as any delegated duties | Percentage compliance  | 100%                          | Internal Audit Report   | 100%    | 100% | 100% | 100% | 100%   |

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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 |        |
| 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 |
|------------------------------------|---|--------|
| <b>LEADING COPEENCIES</b>          |   |        |
| 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"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>   | 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"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>  | 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"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>  | 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"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul> | 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"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>   | 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"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul> | 1.67      |
| <b>CORE COMPETENCIES</b>             |  |           |
| 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      |
|                                      | <b>TOTAL</b>   | <b>20</b> |

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