

## Performance Plan

**Director: Human Settlements**

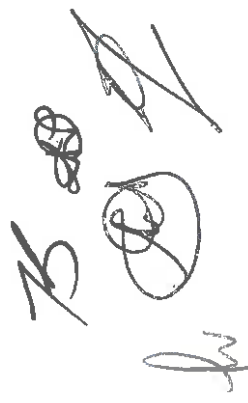
The image shows four handwritten signatures in black ink, arranged in two rows of two. The signatures are stylized and appear to be initials or full names written in a cursive or shorthand style.

**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	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Human Settlements: Existing Housing	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: Human Settlements: Informal Housing	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: Human Settlements: New Housing	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: Support 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%
TL32	Basic Service Delivery	Construct 21 top structures in Protea Park by 30 June 2018	21 Top structures constructed by 30 June 2018	50	Practical Completion Certificate	0	0	0	21	
TL34	Basic Service Delivery	Construct 80 top structures within the Thembaletu UISP project by 30 June 2018	80 Top structures constructed by 30 June 2018	Roll-over project for 2017/18	Practical Completion Certificate	0	0	0	80	
D61	Basic Service Delivery	Conduct monthly inspection of the elevator in the Main Building	Number of inspections conducted of the elevator in the Main Building	12	Signed off job card	3	3	3	3	
D62	Basic Service Delivery	Conduct monthly inspection and maintenance of municipal private rail siding	Number of inspections of municipal private rail siding conducted	12	Signed off job card	3	3	3	3	
D193	Good Governance and Public Participation	Implement Council resolutions within the required timeframes	% of Council resolutions implemented	95%	Council resolution register	95%	95%	95%	95%	

Annexure A 2017/18

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D194	Good Governance and Public Participation	Attend to correctives measures as identified in internal audit reports the reduce risk areas within three months	% of issues raised and proposed corrective measures attended to within three months	95%	Acknowledgement of receipt from internal audit	95%	95%	95%	95%	
D195	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	
D196	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	
D197	Municipal Transformation and Institutional Development	Liaise with line managers of a monthly basis	Number of meetings with line managers	12	Minutes of meetings	3	3	3	3	
D198	Municipal Transformation and Institutional Development	Submit monthly report for the Portfolio Committee to the Manager Committee Services (Directorate Corporate Services) on the actual performance to the SDBIP	Number of reports submitted	12	Proof of submission of the report to Committee Services	3	3	3	3	
D199	Municipal Transformation and Institutional Development	Attend to all safety issues raised during Health and Safety Committee meetings within 2 weeks	% implemented within 2 weeks	95%	Copies of reports submitted	95%	95%	95%	95%	
D200	Municipal Transformation and Institutional Development	Submit all health and safety incident reports to Human Resources to ensure the safety of all personnel and to protect the municipality from legal actions	% of incidents reported to HR within the required timeframe	100%	Copies of reports submitted and proof of submission	100%	100%	100%	100%	
D201	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%	
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%	
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%	

*Base*

Annexure A 2017/18

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
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%	
<b>TOTAL</b>										<b>80</b>

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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 COPETENCIES</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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