Performance Plan

Director: Technical 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	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Water and Sanitation	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%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Electrical 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%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Town Planning & Building Control	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%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Project Management: Capital	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%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Public Works	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%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Roads & Stormwater	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%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Solid Waste & Area Cleaning	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%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Facilities (Parks & Buildings)	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%	

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: Fleet Management	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%	
TL7	Basic Service Delivery	Achieve 95% average water quality level as measured per SANS 241 criteria during the 2019/20 financial year	% water quality level per quarter	95.00%	Municipal Laboratory Report	95.00%	95.00%	95.00%	95.00%	
TL8	Basic Service Delivery	Review the 3rd Generation Integrated Waste Management Plan and submit to Council for approval by 30 June 2020	Plan reviewed and submitted to Council for approval by 30 June 2020	0	Proof of Council Resolution	0	0	0	1	
TL9	Basic Service Delivery	Extend recycling at point of waste generation from existing 7 wards to 15 wards by 30 June 2020	Number of wards recycling extended to	0	IWMP and stats received from service providers	1	2	2	3	
TL10	Basic Service Delivery	Spend 90% of capital budget allocated for the construction of the material recovery facility (MRF) in Worcester by 30 June 2020	% of capital budget spent	100.00%	Monthly Capital Expenditure Report (SAMRAS extract)	0.00%	30.00%	0.00%	90.00%	
TL11	Basic Service Delivery	Review 5-year Water Service Development Plan (WSDP) and submit to Council for approval by 31 March 2020	Reviewed WSDP submitted to Council by 31 March 2020	1	Proof of Council Resolution	0	0	1	0	
TL12	Basic Service Delivery	Complete the project for the replacement of water pipes by 30 June 2020	Project completed	1	Practical completion certificate	0	0	0	1	
TL13	Basic Service Delivery	80% of sewerage samples comply with effluent standard during the 2019/20 financial year {(Number of sewerage samples that comply with General Authorisation/Number of sewerage samples tested) x100}	% of sewerage samples compliant	80.00%	Municipal Laboratory Report	80.00%	80.00%	80.00%	80.00%	
TL14	Basic Service Delivery	Spend 90% of the electricity capital budget by 30 June 2020 {(total actual capital project expenditure/total capital project budget) x 100}	% of the electricity capital project budget spent	60.53%	Capital Expenditure Report (SAMRAS extract)	0.00%	30.00%	0.00%	90.00%	
TL15	Basic Service Delivery	Spend 90% of the electricity maintenance budget by 30 June 2020 {(total actual maintenance expenditure/total maintenance budget) x 100}	% of the electricity maintenance budget spent	70.06%	Operational Expenditure Report (SAMRAS extract)	0.00%	30.00%	0.00%	90.00%	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL16	Basic Service Delivery	Achieve 90% of capital budget spent on the resurfacing of roads by 30 June 2020	% of capital budget spent	86.54%	Capital Expenditure Report (SAMRAS extract)	0.00%	30.00%	0.00%	90.00%	
TL17	Basic Service Delivery	Achieve 90% of capital budget spent on the municipal fleet by 30 June 2020	% of capital budget spent	97.23%	Monthly Capital Expenditure Report (SAMRAS extract)	0.00%	30.00%	0.00%	90.00%	
TL18	Basic Service Delivery	Spend 90% of capital budget allocated for the construction of the Zwelethemba municipal swimming pool by 30 June 2020	% of capital budget spent	0.00%	Monthly Capital Expenditure Report (SAMRAS extract)	0.00%	6.00%	0.00%	90.00%	
TL19	Municipal Transformation and Institutional Development	Compile an item for the appointment of a municipal tribunal and submit to Council for approval by 31 August 2019	Proof of item compiled and submitted to Council for approval by 31 August 2019	0	Council resolution	1	0	0	0	
TL30	Basic Service Delivery	Complete serviced sites for the Transhex Human Settlements Project phase 1.2 by 30 June 2020	Number of serviced sites completed in phase 1.2 by 30 June 2020	0	Completion Certificate(s)	0	0	0	413	
D182	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month that include the following: Progress on OH&S, priority risk areas, procurement plan, Collab items, scheduled maintenance programs, OPEX expenditure, security measures and incidents, RPM/BLUE/G	Number of reports submitted	12	Monthly reports submitted	3	3	3	3	
D183	Municipal Financial Viability and Management	Achieve an 80% progress relative to the Procurement Plan on a bi-annual basis	% progress achieved	80.00%	Monthly report submitted to the Director	80.00%	80.00%	0.00%	80.00%	
D184	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June 2020	% of AG findings addressed	100.00%	Signed-off implementation report	0.00%	0.00%	0.00%	100.00%	
D185	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December 2019	% of LGMTEC recommendation addressed	100.00%	Signed-off implementation report	0.00%	100.00%	0.00%	0.00%	
D186	Municipal Financial Viability and Management	Conduct a one-to-one Performance Management session with all managers on a bi-annual basis	Number of one on one performance sessions conducted with all managers	2	Minutes/Notes of discussions	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	
D187	Good Governance and Public Participation	Monitor quarterly that overtime spending of the Department does not exceed the budgeted allocation	Overtime expenditure monitored quarterly	4	Income & Expenditure statements	1	1	1	1	
D188	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	100.00%	Collab report	100.00%	100.00%	100.00%	100.00%	
D189	Basic Service Delivery	Report quarterly to the MM on progress with ward priorities	Number of reports submitted	4	Proof of submission of the report	1	1	1	1	
D190	Good Governance and Public Participation	Hold monthly meetings with staff	Number of meetings held	10	Minutes of the meetings held	3	2	2	3	
D191	Good Governance and Public Participation	Conduct bi-weekly site inspections of directorate operations	Number of site inspections	24	Inspection notes	6	6	6	6	
D201	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	100.00%	Collab report	100.00%	100.00%	100.00%	100.00%	
									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 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**