Performance Plan

Municipal Manager

Executive Mayor:_____MM:_____

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	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
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	Updated SDBIP and report	80%	80%	80%	80%	80%	6
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Strategic Support Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	80%	80%	80%	80%	80%	6
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	Updated SDBIP and report	80%	80%	80%	80%	80%	6
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	Updated SDBIP and report	80%	80%	80%	80%	80%	6
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 80% of the KPI's of the Directorate: Public Services	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	80%	80%	80%	80%	80%	6
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Internal Audit	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	90%	90%	90%	90%	90%	5
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Enterprise Risk Management (ERM)	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	Updated SDBIP and report	90%	90%	90%	90%	90%	5
T36	Good Governance and Public Participation	Compile a Risk Based Audit Plan and submit to the Audit Committee by 30 June 2022	RBAP submitted to the Audit Committee	Agenda of the AC meeting	1	0	0	0	1	5

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Portfolio of Evidence	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
T37	Good Governance and Public Participation	Compile a strategic risk report and submit to Council by 31 May 2022	Strategic risk report submitted to Council	Proof of submission of Strategic Risk Report item to Council	1	0	0	0	1	5
T38	Municipal Financial Viability and Management	The percentage of the municipal capital budget spent on projects as at 30 June 2022 (Actual amount spent on capital projects/Total amount budgeted for capital projects) x 100	% of the municipal capital budget spent	Capital Expenditure/Progress Reports for mentioned quarters (SAMRAS extract) and/or Draft Annual Financial Statements as at 30 June 2022	92.14%	0%	30%	60%	90%	5
D1	Good Governance and Public Participation	Approve the departmental SDBIP within 28 days after the approval of the main budget by council to ensure the implementation of the municipal budget	Departmental SDBIP approved	Approved departmental SDBIP	1	0	0	0	1	5
D2	Good Governance and Public Participation	Monitor the implementation of the MGRO to address all the issues raised in the management letter of the Auditor-General and submit progress reports to the Audit Committee quarterly	Number of progress reports monitored and submitted to the audit committee	Proof of submission of the report	4	1	1	1	1	5
D3	Municipal Transformation and Institutional Development	Formal evaluation of the performance ofdirectors in terms of their signed agreements	Number of formal evaluations completed	Evaluation report and signed scoring sheets	2	1	0	1	0	5
D4	Municipal Transformation and Institutional Development	Section 57 performance agreements signed by the end of July	Number of performance agreements signed	Signed performance agreements	5	5	0	0	0	5
D5	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	Collab report	0%	100%	100%	100%	100%	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
Program and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in orde r 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 p rocesses 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 monitoring	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

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Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understan ding 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 mora l 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 consistently 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**

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