

2008/09

Motheo District Municipality

Chief Operations Officer:
Performance Plan

1. Purpose

The performance plan defines the Council's expectations of the Chief Operations Officer's performance during the 2008/09 financial year.

2. Key Responsibilities

The following objects of local government will inform the Chief Operations Officer's performance:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Indicators

The performance indicators the SED: Social Development's' performance must achieve are arranged under the following key performance areas (KPA's) and Core Competency Requirements (CCR's):

3.1 KPA's

- Basic Service Delivery
- Municipal Institutional Development and Transformation.
- Local Economic Development
- Municipal Financial Viability and Management.
- Good Governance and Public Participation.

3.2 Core Competency Requirements

3.2.1 Compulsory Core Managerial Competencies

- Financial Management
- People Management and Empowerment

- Client Orientation and Customer Focus

3.2.2 Elective Core Managerial Competencies

- Strategic Capability and Leadership
- Programme and Project Management
- Change Management
- Knowledge Management
- Service Delivery Innovation
- Problem Solving and Analysis
- Communication
- Honesty and Integrity

3.2.3 Elective Core Occupational Competencies

- Competence in Self Management
- Interpretation of and implementation within the legislative and national policy frameworks
- Knowledge of developmental local government
- Knowledge of Performance Management and Reporting
- Knowledge of global and South African specific political, social and economic contexts
- Competence in policy conceptualisation, analysis and implementation
- Knowledge of more than one functional municipal field / discipline
- Skills in Mediation
- Skills in governance
- Competence as required by other national line sector departments
- Exceptional and dynamic creativity to improve the functioning of the municipality

4. Rating

The assessment of the performance of the Chief Operations Officer will be based on the following rating scale for KPA's and CCR's:

Level	Terminology	Description
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

5. Quarterly performance appraisals

The performance of the Chief Operations Officer in relation to his performance agreement must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if the employee's performance is satisfactory:

Quarter	Description	Date
First quarter	1 July – 30 September	To be determined by MM
Second quarter	1 October -31 December	To be determined by MM
Third Quarter	1 January – 31 March	To be determined by MM
Fourth quarter	1 April- 30 June	To be determined by MM

The Municipal Manager will keep record of the mid-year review and annual assessment meetings.

6. Annual performance appraisal for the purpose of the payment of a performance bonus

The annual performance appraisal of the Chief Operations Officer will be undertaken by a panel consisting of the following persons:

- The Municipal Manager
- Chairperson of the Performance Audit Committee or the Audit Committee
- A member of the Mayoral Committee
- A Municipal Manager from a different municipality

7. Performance Bonus

The annual performance bonus that can be paid to the Chief Operations Officer is based on the achievement of the following scores:

<i>Score</i>	<i>Adjusted Score</i>	<i>Performance bonus</i>
60%	100%	0%
77%	128%	0%
78%	130%	5%
80%	133%	5%
81%	135%	6%
82%	137%	6%
83%	138%	7%
84%	140%	8%
85%	142%	8%
86%	143%	8%
87%	145%	8%
88%	147%	9%
89%	148%	9%
90%	150%	10%
91%	152%	10%
92%	153%	10%
93% and above	155%	14%

8. Amendments

The Employer may review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement by both parties.

9. Key Performance Areas

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
1. Municipal Transformation and Organisational Development	30	Prepare Departmental performance assessment reports MoV: Monthly and quarterly departmental performance reports are submitted to the Municipal Manager	8th day of every month							
		Effective management and coordination of strategic issues Evidence of performance/achievement: Minutes of bi-weekly inter-departmental meetings	On-going							
		Ensure compliance with Council's employment equity strategy and plan by ensuring achievement of the Office of the MM's targets. MoV: 1. Filling of vacancies 2. EE report of department	31 Nov 2008							
		Each employee assigned to the Office of the MM has a personal performance and development plan for the financial year performance and development plan for the current financial year.	30-Jun-09							
		Promote a high standard of ethical and moral conduct by staff	Conduct at least 1 w/shop							
Weighting Total	30	Total Score achieved for KPA: Basic Service Delivery								

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
2. Basic Service delivery	20	Mid-year performance report submitted to the Executive Mayor (See s 72, MFMA) Evidence of performance/achievement: Mid-year performance report submitted to the Executive Mayor as prescribed	25-Jan-09							
		Annual performance report (see s 46 of the Municipal Systems Act) for 2007/08 submitted to the Executive Mayor Evidence of performance/achievement: Annual performance report submitted to the Executive Mayor	30-Nov-08							
		Annual report in respect of 2007/08 submitted to the Executive Mayor Evidence of performance/achievement: Annual report in respect of 2007/08 submitted to the Executive Mayor to be tabled in the Council not later than 31 Jan 2009	15-Jan-09							
		Ensure auditing of performance measures in terms of section 14 of the PMS regulations and submission of quarterly performance reports to the performance audit committee (PMAC)	30 Jun 09							

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
		<u>Evidence of performance/achievement:</u> Quarterly reports submitted to the Council								
		Develop maintenance plans for MDM buildings and vehicles including <u>Evidence of performance/achievement:</u> Quarterly reports submitted regarding maintenance carried out according to plans approved by the MM	30 Jun 09							
		Develop 2009/2010 annual calendar for council and committee meetings and submit to council for approval <u>Evidence of performance/achievement:</u> Annual calendar adopted by Council	30 Jun 09							
		Direct and Lead the special programmes of the municipality <u>Evidence of performance/achievement:</u> 1. HIV/Aids awareness campaigns conducted in each LM 2. Conduct workshops for youth development (2 in each LM) 3. Support campaigns regarding violence against women (conduct at least one workshop per LM)	30 Jun 09							
		Develop a campaign for youth celebration during the youth month	30-Apr-08							

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
		Develop a campaign for women celebration during women month	31-Jan-08							
		Develop a campaign for the celebration of disabled month	31-Oct-07							
Weighting Total	20	Total Score achieved for KPA: Institutional Development & Transformation								

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
3. Local Economic Development	5	Ensure at least 25% of expenditure on external service providers engaged by the Office of the Municipal Manager for 2007/2008 are paid to SMME's that are based in the Free State Evidence of performance/achievement: Report on the awarding of contracts for service-providers for the Office of the Municipal Manager	30-Jun-09							
		Establish SMME for a person/s with disabilities Evidence of performance/achievement: At least one SMME per LM established	30 Jun 09							
Weighting Total	5	Total Score achieved for KPA: LED								

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
4. Municipal Financial Viability and Management	20	The Office of the MM's draft budget for 2009/10 is based on the approved IDP MoV: The department's draft budget for 2009/10 gives effect to its business plan	28-Feb-09							
		The OMM's approved budget for 2008/09 is managed soundly MoV: 1. No irregular, unauthorised or fruitless and wasteful expenditure is incurred 2. Expenses are not more than 10% less than the approved budget allocation per vote	30-Jun-09							
		Internal and external audit enquiries and variance reports relating to the department is dealt with expeditiously MoV: Written response to audit queries and variance reports are submitted within 10 working days after receipt	Within 10 days after receipt							
Weighting Total	20	Total Score achieved for KPA: Municipal Financial Viability and Management								

Key Performance Area	Weighting	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
5. Good Governance and Public Participation	25	Ensure that procedures for community participation processes as set out in legislation are adhered to in terms of: <ul style="list-style-type: none"> → Planning (IDP) → Budgeting → Implementation (IDP & PMS) → Monitoring and reporting (PMS) Evidence of performance/achievement: Reports regarding consultative events submitted to the Executive Mayor	Quarterly reports to Council							
		The OMM's complies with all relevant reporting requirements Evidence of performance/achievement: <ol style="list-style-type: none"> 1. Monthly written reports, in agreed format and providing agreed information, submitted to Municipal Manager 2. Reports in terms of applicable legislation (MFMA, MSA) submitted 	Monthly							

Key Performance Area	Weighting	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
		regularly to Management.								
		The municipality has a comprehensive report indicating the risks associated and, indicating each risk's frequency and likelihood of occurrence as well as risk mitigation, risk avoidance and risk transfer strategies MoV: Risk analysis, assessment and proposed risk treatment strategies submitted to the Mayoral Committee	30-Jun-09							
		To promote institutional excellence Evidence of performance/achievement: Agendas and minutes are delivered to the Councillors 48 hours before a meeting takes place								
		Ensure that Scheduled Section 80, Mayco, Council and Special meetings take place. Evidence of performance/achievement: As per programme approved by the Speaker								
Weighting Total	25	Total Score achieved for KPA: Good Governance & Public Participation								

10. Core Competency Requirements

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Target Date	Rating					Score = Weighting x Rating
				1	2	3	4	5	
Compulsory Core Managerial Competencies									
1. Financial Management	5	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.	30 June 2009						
2. People Management and Empowerment	5	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's strategic objectives.	30 June 2009						
3. Client Orientation and Customer Focus	5	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	30 June 2009						
Weighting Total		Total Score achieved for Compulsory Core Managerial Competencies							
Elective Core Managerial Competencies									
1. Strategic Capability and Leadership	5	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate	30 June 2009						
2. Programme and Project Management	5	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	30 June 2009						
3. Change Management	5	Plans, develops a structured approach and monitors the transformation of individuals, teams, and the organisation from a current state to a desired future state.	30 June 2009						

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Target Date	Rating					Score = Weighting x Rating
				1	2	3	4	5	
4. Problem Solving and Analysis	5	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	30 June 2009						
5. Communication	5	Keeps subordinates informed of all matters relevant to them, informs them of the reasons for decisions and sets the example by "walking the talk".	30 June 2009						
6. Honesty and integrity	5	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	30 June 2009						
Weighting Total		Total Score achieved for Elective Core Managerial Competencies							
Elective Core Occupational Competencies									
1. Interpretation of and implementation of legislation	5	Knowledge of the legislation and policies applicable to the position and the ability to apply such legislation and policies to the work situation.	30 June 2009						
2. Competence in policy conceptualisation, analysis and implementation	5	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else.	30 June 2009						
3. Knowledge of more than one functional municipal field / discipline	5	Knowledge of more than one functional municipal field which are used in the execution of the duties associated with the position.	30 June 2009						
4. Skills in Mediation	5	The ability to assist two (or more) disputants in reaching an agreement as may be required from time to time by the position.	30 June 2009						

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Target Date	Rating					Score = Weighting x Rating
				1	2	3	4	5	
5. Skills in Governance	5	Key principles of good governance include honesty, trust and integrity, openness, performance orientation, responsibility and accountability, mutual respect, and commitment to the organisation. Governance skills relates to the application of these principles in consistent management practice, policies, processes and decision-making for a given area of responsibility of the position.	30 June 2009						
Weighting Total		Total Score achieved for Elective Core Occupational Competencies							

Signed and accepted by (Chief Operations Officer): _____ Date: _____

Signed and accepted by (Municipal Manager): _____ Date: _____

11. Summary Score Sheet

Key Performance Area						
		Maximum Score	1st Quarter Score	2nd Quarter Score	3rd Quarter Score	4th Quarter Score
1	Basic Service Delivery	30				
2	Municipal Institutional Development and Transformation	20				
3	Local Economic Development	5				
4	Municipal Financial Viability and Management	20				
5	Good Governance and Public Participation	25				
	Total Achieved	100				
Core Competency Requirements						
	(B) Compulsory Core Managerial Competencies	Maximum Score	1st Quarter Score	2nd Quarter Score	3rd Quarter Score	4th Quarter Score
1	Financial Management	5				
2	People Management and Empowerment	5				
3	Client Orientation and Customer Focus	5				
	Total Achieved	15				
	(C) Elective Core Managerial Competencies	Maximum Score	1st Quarter Score	2nd Quarter Score	3rd Quarter Score	4th Quarter Score
1	Strategic Capability and Leadership	5				
2	Programme and Project Management	5				
3	Change Management	5				
4	Problem Solving and Analysis	5				
5	Communication	5				
6	Honesty and integrity	5				
	Total Achieved	30				

	(D) Elective Core Occupational Competencies	Maximum Score	1st Quarter Score	2nd Quarter Score	3rd Quarter Score	4th Quarter Score
1	Interpretation of and implementation within the legislative and national policy frameworks	5				
2	Competence in policy conceptualisation, analysis and implementation	5				
3	Knowledge of more than one functional municipal field / discipline	5				
4	Skills in Mediation	5				
5	Skills in Governance	5				
Total Achieved		25				
Grand Total: B + C + D = 15 + 30 + 25 = 70						

12.Consolidated Score Sheet

(A) Key Performance Areas			(B) Compulsory Core Managerial Competencies			(C) Elective Core Managerial Competencies			(D) Elective Core Occupational Competencies		
No.	Maximum Score	Score	No.	Maximum Score	Score	No.	Maximum Score	Score	No.	Maximum Score	Score
1			1	10		1	10		1	10	
2			2	10		2	5		2	10	
3			3	10		3	5		3	10	
4						4	5		4	10	
5						5	10		5	10	
						6	10				
TOTAL	100		TOTAL	30		TOTAL	45		TOTAL	50	
Calculation of Scores Achieved											
TOTAL % SCORED: (A =80%; E = 20%)						Total (A) =					
A = 0,8 X (Score Achieved/ Maximum Score) x 100						Total (B) +(C) + (D) = E					
E = 0,2 X (Score Achieved/ Maximum Score) x 100						Total (E) =					
A = 0,8 x (_____/100) x 100 = _____ %						Total % = A + E =					
E = 0,2 X (-----/115) x 100 = _____ %											

