

**MOTHEO DISTRICT MUNICIPALITY  
CHIEF OPERATIONS OFFICER PERFORMANCE PLAN  
2010/2011**

## **1. Purpose**

The performance plan defines the Council's expectations of the Chief Operations Officer's performance during the 2010/2011 financial year.

## **2. Key Responsibilities**

The following objects of local government will inform the employee'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 employee 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.

#### **3.1.1 Core Competency Requirements**

#### **3.1.2 Compulsory Core Managerial Competencies**

- Financial Management
- People Management and Empowerment
- Client Orientation and Customer Focus

### **3.1.3 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

### **3.1.4 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 employee 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 employee in relation to his/her 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 employee 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 employee is based on the achievement of the following scores:

| Score  | Performance bonus |
|--------|-------------------|
| ≥ 129% | 0%                |
| 130%   | 5%                |
| 133%   | 5%                |
| 135%   | 6%                |
| 137%   | 6%                |
| 138%   | 7%                |
| 140%   | 8%                |
| 142%   | 8%                |
| 143%   | 8%                |
| 145%   | 8%                |
| 147%   | 9%                |
| 148%   | 9%                |
| 150%   | 10%               |
| 152%   | 10%               |
| 153%   | 10%               |
| 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    | Key Performance Indicators                            | Source        | Performance Targets  | Target Date                                | Achievements/Progress/<br>Comments/Reference To<br>Supportive Documentation | MM<br>Score | Eval<br>Panel<br>Score |
|--|-----------|---|---------------|--|--|---|-------------|------------------------|
| <b>Municipal Transformation and Organisational Development</b> | <b>15</b> | Roll out performance management system in directorate | MSA Chapter 6 | Formal performance evaluations conducted with all direct reports during January 2011 and July 2011                       | 30 Jun 2010                                |   |             |                        |
|  |           |   | PMS Framework | Quarterly performance reports submitted to the MM regarding the achievement of the SDBIP performance indicators          | 30 Jun 2010                                |   |             |                        |
|  |           |   | MPMR R9(2)    | Detailed project plans for all departmental projects with KPI's as reflected in the SDBIP for the 2010/11 financial year | 30 Sept 2010                               |   |             |                        |
|  |           |   | MFMA          | Departmental SDBIP is finalised within 14 days after the approval of the 2011/2012 budget                                | 14 days after approval of 2011/2012 budget |   |             |                        |

| Key Performance Area   | Weight | Key Performance Indicators                                 | Source    | Performance Targets   | Target Date | Achievements/Progress/Comments/Reference To Supportive Documentation | MM Score | Eval Panel Score |
|------------------------|--------|--|-----------|---|-------------|--|----------|------------------|
| Basic Service Delivery | 35     | Mid-year performance report prepared                       | MFMA S72  | Mid-year performance report submitted to the MM for approval                              | 10 Jan 2011 |  |          |                  |
|                        |        | Annual performance report prepared                         | MSA S46   | Annual performance report for 2009/10 submitted to the MM for approval                    | 15 Aug 2010 |  |          |                  |
|                        |        | Annual report in respect of 2009/10 prepared               | MFMA S121 | Annual report in respect of 2009/10 submitted to the Executive Mayor                      | 10 Jan 2011 |  |          |                  |
|                        |        | Ensure auditing of performance measures                    | MPPMR R14 | PMS measures audited and results submitted to the MM for consideration                    | 30 Jun 2011 |  |          |                  |
|                        |        |  | MPPMR     | Quarterly reports submitted to the PMAC   | 30 Jun 2011 |  |          |                  |
|                        |        | Direct and Lead the special programmes of the municipality | IDP       | HIV/Aids awareness campaigns conducted in each LM   | 30 Jun 2011 |  |          |                  |
|                        |        |  |           | Conduct workshops for youth development (2 in each LM)                                    | 30 Jun 2011 |  |          |                  |
|                        |        |  |           | Support campaigns regarding violence against women (conduct at least one workshop per LM) | 30 Jun 2011 |  |          |                  |
|                        |        |  |           | Develop a campaign for youth celebration during the youth month                           | 30 Jun 2011 |  |          |                  |
|                        |        |  |           | Develop a campaign for women celebration during women month                               | 30 Jun 2011 |  |          |                  |
|                        |        |  |           | Develop a campaign for the celebration of disabled month                                  | 30 Jun 2011 |  |          |                  |
|                        |        |  |           |   |             |  |          |                  |

| Key Performance Area              | Weight    | Key Performance Indicators                   | Source | Performance Targets   | Target Date  | Achievements/Progress/Comments/Reference To Supportive Documentation | MM Score | Eval Panel Score |
|-----------------------------------|-----------|--|--------|---|--------------|--|----------|------------------|
| <b>Local Economic Development</b> | <b>20</b> | Promote the involvement of SMMEs in projects | SDBIP  | Reports indicating number of assignments awarded to SMMEs   | 30 June 2011 |  |          |                  |
|                                   |           |  |        | Ensure at least 25% of expenditure on external service providers engaged by the Office of the Municipal Manager for 2010/2011 are paid to SMME's that are based in the Free State | 30 June 2011 |  |          |                  |
|                                   |           |  |        | Establish SMME for a person/s with disabilities   | 30 June 2011 |  |          |                  |

| Key Performance Area                                | Weight    | Key Performance Indicators  | Source | Performance Targets   | Target Date                  | Achievements/Progress/Comments/Reference To Supportive Documentation | MM Score | Eval Panel Score |
|---|-----------|---|--------|---|------------------------------|--|----------|------------------|
| <b>Municipal Financial Viability and Management</b> | <b>15</b> | The Department's draft budget for 2011/2012 is based on the approved IDP  | SDBIP  | The Office of the MM's draft budget for 2011/2012 gives effect to its IDP Objectives                      | 28 Feb 2011                  |  |          |                  |
|   |           | The Department's approved budget for 2010/2011 is managed soundly   | SDBIP  | Departmental expenditure occurs within budget parameters  | 30 June 2011                 |  |          |                  |
|   |           |   | SDBIP  | Expenses are not more than 10% less than the approved budget allocation per vote                          | 30 June 2011                 |  |          |                  |
|   |           | Internal and external audit enquiries and variance reports relating to the department is dealt with expeditiously | SDBIP  | Written response to audit queries and variance reports are submitted within 10 working days after receipt | Within 10 days after receipt |  |          |                  |
|   |           |   |        |   |                              |  |          |                  |

| Key Performance Area                            | Weight    | Key Performance Indicators  | Source | Performance Targets  | Target Date | Achievements/Progress/Comments/Reference To Supportive Documentation | MM Score | Eval Panel Score |
|---|-----------|---|--------|--|-------------|--|----------|------------------|
| <b>Good Governance and Public Participation</b> | <b>15</b> | Ensure that procedures for community participation processes as set out in legislation are adhered to and reports submitted to the MM |        | IDP public participation sessions are held and properly minutes kept   | 30 Jun 2011 |  |          |                  |
|   |           |   |        | PMS public participation sessions are held and properly minutes kept   | 30 Jun 2011 |  |          |                  |
|   |           |   |        | Budget public participation sessions are held and properly minutes kept  | 30 Jun 2011 |  |          |                  |
|   |           | Improve internal controls   | MFMA   | Reduce the number of AG exceptions by ensuring that all issues raised in the prior year's report has been dealt with | 30 Nov 2010 |  |          |                  |

## 10. Core Competency Requirements

| Competencies                                   | Weighting | Description/Definition  | Rating |
|--|-----------|---|--------|
| <b>Compulsory Core Managerial Competencies</b> |           |   |        |
| 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. |        |
| 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.   |        |
| 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.   |        |
| <b>Weighting Total</b>                         | <b>10</b> | <b>Total Score Achieved</b>   |        |
| <b>Elective Core Managerial Competencies</b>   |           |   |        |
| 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   |        |
| 2. Programme and Project Management            | 5         | Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.  |        |
| 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.   |        |
| 4. Problem Solving and Analysis                | 5         | Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions   |        |
| 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".  |        |
| 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.  |        |
| <b>Weighting Total</b>                         | <b>5</b>  | <b>Total Score Achieved</b>   |        |
| <b>Elective Core Occupational Competencies</b> |           |   |        |
| 1. Interpretation of and implementation of     | 5         | Knowledge of the legislation and policies applicable to the position and the ability to apply such legislation and policies to the work situation.  |        |

| Competencies   | Weighting | Description/Definition  | Rating |
|--|-----------|---|--------|
| legislation  |           |   |        |
| 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.  |        |
| 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.   |        |
| 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.   |        |
| 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. |        |
| <b>Weighting Total</b>   | <b>5</b>  | <b>Total Score Achieved</b>   |        |

Signed and accepted by (Chief Operations Officer): \_\_\_\_\_ Date: \_\_\_\_\_

Signed and accepted by (Municipal Manager): \_\_\_\_\_ Date: \_\_\_\_\_

## 11. Rating Assessment Calculator

| Key Performance Area                                    |        |        |       |
|---|--------|--------|-------|
| No  | Weight | Rating | Score |
| Municipal Transformation and Organisational Development | 15     |        |       |
| Basic Service delivery                                  | 35     |        |       |
| Local Economic Development                              | 20     |        |       |
| Municipal Financial Viability and Management            | 15     |        |       |
| Good Governance and Public Participation                | 15     |        |       |

Total Score

KPA weight

KPA Weighted Score

| CCR   |        |        |       |
|---|--------|--------|-------|
| No  | Weight | Rating | Score |
| <b>Compulsory Core Managerial Competencies</b>                      |        |        |       |
| Financial Management  | 5      |        |       |
| People Management and Empowerment                                   | 5      |        |       |
| Client Orientation and Customer Focus                               | 5      |        |       |
| <b>Elective Core Managerial Competencies</b>                        |        |        |       |
| Strategic Capability and Leadership                                 | 5      |        |       |
| Programme and Project Management                                    | 5      |        |       |
| Change Management   | 5      |        |       |
| Problem Solving and Analysis  | 5      |        |       |
| Communication   | 5      |        |       |
| Honesty and integrity   | 5      |        |       |
| <b>Elective Core Occupational Competencies</b>                      |        |        |       |
| Interpretation of and implementation of legislation                 | 5      |        |       |
| Competence in policy conceptualisation, analysis and implementation | 5      |        |       |
| Knowledge of more than one functional municipal field / discipline  | 5      |        |       |
| Skills in Mediation   | 5      |        |       |
| Skills in Governance  | 5      |        |       |

Total Score

KPA weight

KPA Weighted Score

**12. Personal Development Plan**

| <b>Skills/Performance Gap</b> | <b>Outcomes expected</b> | <b>Suggested training and/or development activity</b> | <b>Suggested mode of delivery</b> | <b>Suggested time frame</b> |
|-------------------------------|--------------------------|---|-----------------------------------|-----------------------------|
| Project management            |                          | Course in Advanced Project Management                 | Part time                         | Three months                |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |
|                               |                          |   |                                   |                             |

Signature: Chief Operations Officer \_\_\_\_\_

Date: \_\_\_\_\_

Signature: Municipal Manager \_\_\_\_\_

Date: \_\_\_\_\_