

MOTHEO DISTRICT MUNICIPALITY  
CORPORATE SERVICES PERFORMANCE PLAN

SED  
2010/2011

## **1. Purpose**

The performance plan defines the Council's expectations of the SED Corporate Services 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/ Comments/Reference To Supportive Documentation	MM Score	Eval Panel Score
<b>Municipal Transformation and Organisational Development</b>	<b>30</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	31 Jun 2010			
			PMS Framework	Quarterly performance reports submitted to the MM regarding the achievement of the SDBIP performance indicators	31 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			
		Organogram revision is implemented	IDP	All placements of staff is finalised and appeals handled	30 Oct 2010			
			IDP	Job descriptions of employees placed aligned to TASK and submitted for evaluation	31 Dec 2010			
			IDP	Staffing requirements report submitted to the MM regarding vacancies on the organogram after completion of placement process	31 Nov 2010			
		Compliance with the Employment Equity Act	EEA S19	EEA2 and EEA4 reports submitted to the respective Commission as required by	1 Oct 2010			

Key Performance Area	Weight	Key Performance Indicators	Source	Performance Targets	Target Date	Achievements/Progress/Comments/Reference To Supportive Documentation	MM Score	Eval Panel Score
				the Act				
		Compliance with Skills Development Act	SDA	Conduct skills audit	30 Aug 2010			
	SDA		WSP is approved by the Council	30 Sept 2010				
	SDA		WSP is submitted to the LGSETA	31 Oct 2010				
	SDA		Annual training report for 2009/10 is approved by the Council	30 Sept 2010				
	SDA		Approved annual training report submitted to LGSETA	31 Oct 2010				
		Develop a meeting schedule for the LLF		Schedule approved by MM Meetings of LLF takes place as scheduled	31 Jul 2010			
		Ensure that a career path is developed for employees	SDBIP	All employees profiled and a career path developed	30 Jun 2011			
	SDBIP		No of bursary applications approved and report submitted to the MM	31 Jul 2010				
	SDBIP		Quarterly reports to the MM regarding the progress of bursars	30 Jun 2011				
	SDBIP		Assist LM's to conduct skills audit and submit training needs analysis report to MM for LM's	31 Aug 2010				
		Develop an employee well ness programme and plan	SDBIP	Employee wellness plan approved by Council and the LLF	31 Jan 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
Basic Service Delivery	25	Develop 2010/2011 annual calendar for council and committee meetings and submit to council for approval	SDBIP	Annual calendar adopted by Council	31 Jul 2010			
		The Municipality complies with the Occupational Health and Safety Act 1993 and relevant regulations	SDBIP	Report of a compliance audit submitted to the MM	31 Mar 2011			
		Implementation, execution and monitoring of the adopted Communications Plan of MDM to ensure effective and efficient communication with all stakeholders	SDBIP	Monthly reports of performance submitted to the MM	30 Jun 2011			
		Establish and Launch of the District Skills Development Forum (DSDF)	SDBIP	Report on the establishment and launching of the Forum (DSDF)	31 Oct 2010			
			SDBIP	Quarterly meetings attended and report submitted to the MM regarding progress	30 Jun 2011			
		Implementation of the records management system	SDBIP	Establishment of the registry and the implementation of the filling system according to the approved records Management Policy	30 Jun 2011			
		Ensure the implementation of maintenance plans for MDM buildings, vehicles and eventualities to ensure responsiveness	SDBIP	Buildings and vehicles maintained according to specifications				
		Procure EPAS software	SDBIP	EPAS software available for	31 Jan 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
				implementation				
		Procure E-Leave system	SDBIP	System implemented	31 Jan 2011			
		Complaints management system developed	SDBIP	Complaints management system and implementation plan adopted	30 Jun 2011			
	SDBIP		Monthly and quarterly reports to management and Council regarding implementation	30 Jun 2011				
		Ensure that the GIS system is updated on a regular basis	SDBIP	Quarterly reports to the MM regarding the updating of the GIS	30 Jun 2011			
		ICT equipment, infrastructure and policies	SDBIP	Report regarding the upgrade of ICT infrastructure at the LM's	30 Jun 2011			
	SDBIP		90% of the total number of computers in the LM's connected to the network	30 Jun 2011				
	SDBIP		ICT Disaster Prevention & Recovery Policy updated	30 Jun 2011				
		Provision of legal advice and assistance	SDBIP	Report regarding legal issues attended to submitted to the MM on a quarterly basis	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>5</b>	Promote the involvement of SMMEs in projects	SDBIP	Reports indicating number of assignments awarded to SMMEs	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 department'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>	25	Ensure that Scheduled Section 80, Mayco, Council and Special meetings take place	SDBIP	Number of meetings held per schedule as planned	30 Jun 2011			
			SDBIP	Concise agendas and accurate minutes compiled according to prescribed format	30 Jun 2011			
			SDBIP	Distribution of agendas and minutes within 48 hours before meeting	30 Jun 2011			
			SDBIP	Circulation and record keeping of all resolutions	30 Jun 2011			
		Ensure the maintaining of the Municipality's website in compliance with the relevant legislation	SDBIP	Website populated with information of the last 30 days	30 Jun 2011			
			SDBIP	Quarterly reports submitted to the MM with updates done	30 Jun 2011			
		Manage and control communication processes regarding special programs/venues as organised/initiated by MDM	SDBIP	Monthly progress reports	30 Jun 2011			
			SDBIP	No complaints received regarding communication of special programs/events.	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>			

Competencies	Weighting	Description/Definition	Rating
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.	
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 (SED Corporate Services): \_\_\_\_\_ Date: \_\_\_\_\_

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

11.

11. Rating Assessment Calculator

Key Performance Area			
No	Weight	Rating	Score
Municipal Transformation and Organisational Development	30		
Basic Service delivery	25		
Local Economic Development	5		
Municipal Financial Viability and Management	15		
Good Governance and Public Participation	25		

Total Score           

KPA weight **80%**

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 **20%**

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>
Labour Relations programme	Academic understanding to engage	Advanced Labour Relations programme	Block or part time	6 months

Signature: SED Corporate Services \_\_\_\_\_

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

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

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