Performance Plan

Director: Corporate 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	KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
SDBIP Graph	Institutional development and Organisational Transformation	Manage and achieve 90% of the KPI's of the subdirectorate: Human Resources	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	10
SDBIP Graph	Institutional development and Organisational Transformation	Manage and achieve 90% of the KPI's of the subdirectorate: Secretariat	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	10
SDBIP Graph	Institutional development and Organisational Transformation	Manage and achieve 90% of the KPI's of the subdirectorate: Communication	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	10

Ref	KPA	KPI Name	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
SDBIP Graph	Institutional development and Organisational Transformation	Manage and achieve 90% of the KPI's of the sub directorate: Legal Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	10
SDBIP Graph	Institutional development and Organisational Transformation	Manage and achieve 90% of the KPI's of the subdirectorate: Policy and Research Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	10
SDBIP Graph	Institutional development and Organisational Transformation	Manage and achieve 90% of the KPI's of the subdirectorate: Manager Corporate Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	10
TL43	Institutional development and Organisational Transformation	The number of people from the employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan by 30 June.	Number of people employed in terms of EE in three highest levels	80%				80	10
TL44	Institutional development and Organisational Transformation	Percentage of municipality's training budget actually spent on implementing its workplace skills plan measured as at 30 June {(Total Actual Training Expenditure/ Total Training Budget)x100}}	% of municipality's personnel budget actually spent on Implementing its workplace skills plan	90%				90	10
TL45	Institutional development and Organisational Transformation	Limit the vacancy rate to less than 20% quarterly	% vacancy rate per quarter	20%	20	20	20	20	10

TL41	Institutional development and Organisational Transformation	Spend 95% of budget allocated for Building Improvements - Front Portal by 30 June.	% of budget spent	95%			80	95	10
							TOTAL	**100**	
						80 * 100 / 100 = 80%			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.

LEADING COPETENCIES

Competency	Definition	Weight
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	8.33
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**	8.33

Competency	Definition	Weight
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	8.33
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	8.33
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	8.33
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	8.33
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	8.33
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.	8.33
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.	8.33
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	8.33

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.	8.33		
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.	8.37		
	TOTAL	20 * 100 / 100 = 20%	100	20%