

Municipal Manager Performance Plan

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 the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in 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	MUNICIPAL KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	ALL	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 SDBIP Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	10%
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the Directorate: Infrastructure and Comm Services	80% of the KPI's of the directorate have been met as per SDBIP Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	10%
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the sub-directorate: Corporate and Community Services	80% of the KPI's of the directorate have been met as per SDBIP Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	10%
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the sub-directorate: HR	80% of the KPI's of the directorate have been met as per SDBIP Dashboard report	80%	Updated SDBIP and report	80%	80%	80%	80%	10%
SDBIP Graph	ALL	Manage and achieve 80% of the KPI's of the directorate	80% of the KPI's of the directorate	80%	Updated SDBIP and report	80%	80%	80%	80%	10%

Ref No	MUNICIPAL KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		sub-directorate: IDP, LED & Performance Management	have been met as per SDBIP Dashboard report							
KPI.10	KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation	Ensuring performance by the timeous development and signing of the Section 57 performance agreements in adherence to the Performance Framework	Percentage (%) of signed performance agreements of Section 57 managers within 14 days of approval of the SDBIP or appointment in the case of vacancies	100%	Signed S56 S57 performance agreements	100%	--	-	-	10%
KPI.13	KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation	Conduct an annual strategic risk assessment by 30 June 2024.	Number of risk assessments conducted through the reviewed risk register compiled.	0	Risk register	-	-	-	1	5%
KPI 25	KPA 5: To Promote efficient and effective Governance with high levels of stakeholder participation	Risk based audit plan approved by Audit Committee by 31 March 2024	No of risk-based audit plans approved by audit committee	0	Risk Based audit plan	-	-	1	-	5%
KPI 26	KPA 5: To Promote efficient and effective Governance with high levels	Quarterly Ward Committee meetings with consolidated quarterly reports to council until 30 June 2023	Number of ward committee meetings convened	15	Attendance registers of Ward Committee meetings attached.	4	4	4	4	10%

Ref No	MUNICIPAL KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	of stakeholder participation									
TOTAL										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.

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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
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: <ul style="list-style-type: none"> • 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 processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	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: <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67

Competency	Definition	Weight
Governance leadership	<p>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:</p> <ul style="list-style-type: none"> • 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 moral 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 consistency 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