

PERFORMANCE PLAN
DEPUTY MUNICIPAL MANAGER CORPORATE SERVICES
CITY OF UMHLATHUZE

This plan defines the Council's expectations of the Deputy Municipal Manager Corporate Services in accordance with the Deputy Municipal Manager Corporate Services' performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined in agreement with the Municipal Manager (as representative of Council).

There are 7 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure
3. Functional alignment of the individual performance scorecard to the Integrated Development Plan of the organisation
4. Score card detailing key performance areas (KPA's) and their related performance indicators, weightings and target dates.
5. Core Competency Requirements
6. Consolidated score (Performance Assessment Calculator)
7. Link to reward

The period of this plan is from 1 July 2012 to 30 June 2013.

Signed and accepted by the **Deputy Municipal Manager**
Corporate Services (DMM CS).....

Date: 2012-07-31

Signed by the Municipal Manager (MM) on behalf of Council:

Date: 2012-07-31

1. POSITION PURPOSE

To perform all the duties and functions of the Deputy Municipal Manager Corporate Services (DMM CS) as required by the relevant legislation or reasonably stipulated by the MM, to be accountable for the execution of all the directions and resolutions of the Municipality, the co-ordination of all the activities of the Municipality, to be accountable for the general supervision, control and efficiency of the Department of the Deputy Municipal Manager Corporate Services and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Deputy Municipal Manager Corporate Services.

2. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The MM may request input from agendas, minutes and "customers" on the DMM CS' performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the DMM CS' performance since they have worked closely with her on some or all aspects of her job.
3. The DMM CS to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA scorecard below). Achievements to be reported on cumulatively.
4. The DMM CS to provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The DMM CS and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the DMM CS scores and allow him time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The Evaluation panel to provide ratings of the DMM CS' performance against agreed objectives as a result of portfolio of evidence and/or comments and "customer" input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the DMM CS will be based on the following rating scale for KPA's:

Terminology	Description	Rating Level
Outstanding Performance	Performance far exceeds the standard expected of the DMM CS at this level. The appraisal indicates that the DMM CS has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	5
Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the DMM CS has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	4
Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the DMM CS has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3
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 DMM CS has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	2
Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the DMM CS has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The DMM CS 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.	1

10. Only those items relevant for the review period in question should be scored.
11. The assessment of the performance of the DMM CS on the applicable CCR's will be based on the rating scale as reflected in section 4 of the performance plan.
12. The MM and the DMM CS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The MM and DMM CS to set new objectives, targets, performance indicators, weightings and dates etc. for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.

3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION

The Integrated Development Plan (IDP) of the uMhlathuze Local Municipality for the financial year 2012/2013 is aligned to the prescribed National Key Performance Areas:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All departments within the organisation are accountable for the successful fulfilment of IDP specific programmes listed under each of the above National Key Performance Areas.

The Deputy Municipal Manager Corporate Services is directly accountable for the following IDP Programmes directly linked to the IDP Framework for the 2012/2013 financial year as indicated in the IDP column of the scorecard:

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Good Governance & Public Participation	Good Governance	1.2	Corporate Services				
				1.2.1	Diverse Administration Services		
						1.2.1.1	Secretariat Services
						1.2.1.2	Facilities Management
				1.2.2	Legal Support Services		
				1.2.3	Records Management		
						1.2.3.1	Central Registry and Switchboard
		1.3	Councillors				
				1.3.1	Councillor Support and Public Participation Services		
						1.3.1.1	Office of the Mayor
Municipal Institutional Development & Transformation	Institutional Development					1.3.1.2	Office of the Speaker
						1.3.1.3	Special Programmes
		4.1	Human Resource and Industrial Relations Services				
				4.1.1	Personnel Administration, Recruitment and Placement		
				4.1.2	Personnel Maintenance and Development		
						4.4.2.1	SHE Risk Management

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Municipal Institutional Development & Transformation	Institutional Development					4.4.2.2	Training Development and Education
						4.4.2.3	Employee wellness
				4.1.3	Labour Relations Management		
				4.1.4	Organisation Development and Change Management		
		4.2	Information, Communications and Technology Services				
				4.2.1	ICT Governance		
				4.2.2	ICT Service Delivery		
				4.2.3	ICT Infrastructure		
Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
		5.2	Revenue				
		5.3	Supply Chain Management				

4. FUNCTIONAL KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM GS SCORE	EVAL PANEL SCORE
						Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
DIVERSE ADMINISTRATION											
Key performance area: Provision of Secretariat services											
Continuous improvement of the secretarial and administrative capacity of the department to pursue the goals of the Council	1.1.1	1.2.1.1	To ensure provision of administrative and secretarial support, enhancement of organisational performance and capacity by 30 June 2013	30 June 2013	5	a) Maintain a list of all meetings held for financial year as per approved list by EXCO and Council b) File copies of agendas and items attached or referenced on a control sheet on the POE file	<u>Target:</u> Scheduling of 3 Council meetings Scheduling of 6 EXCO meeting Scheduling of 13 Portfolio meetings Conduct information session on standing orders for Council and it's committees	<u>Target:</u> Scheduling of 3 Council meeting Scheduling of 4 EXCO meetings Scheduling of 10 Portfolio meetings Conduct information session on report writing procedures and agendas	<u>Target:</u> Scheduling of 1 Council meeting Scheduling of 4 EXCO meetings Scheduling of 19 Portfolio meetings	<u>Target:</u> Scheduling of 3 Council meetings Scheduling of 6 EXCO meetings Scheduling of 18 Portfolio meetings	
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	
Key performance area: Provision of administrative services											
To ensure the provision of effective and efficient administrative services to Council	1.2.1	1.2.1	Oversee the proper management of the airport contract in terms of the concession agreement	30 Jun 2013	3	a) A list of all meetings held b) File copies of agendas and minutes	<u>Target:</u> 1 Quarterly meeting of Airport working Committee	<u>Target:</u> 1 Quarterly meeting of Airport working Committee	<u>Target:</u> 1 Quarterly meeting of Airport working Committee	<u>Target:</u> 1 Quarterly meeting of Airport working Committee	
						<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	1.2.2	1.2.1 TAS	To ensure review of Council Policies	30 Jun 2013	3	a) Copies of C/Resolutions which approve the amendments or cross reference to Registry file b) Copy of item for	<u>Target:</u> Establish Policy review schedule Maintenance of Policy register	<u>Target:</u> 100% review of policies due for the quarter	<u>Target:</u> 100% review of policies due for the quarter	<u>Target:</u> 100% review of policies due for the quarter	

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
							Achievements:	Achievements:	Achievements:	Achievements:		
						quarterly report to portfolio and relevant resolution to be placed on POE file c) Copy of memo to relevant department who have to comply with amended policies or delegations						
Key performance area: Provision of effective administrative support to Councillors												
To provide high quality, accurate, timely and professional executive support.	1.3	1.3.1	Ensure effective communication, administration and coordination with the Councillors and other key stakeholders.	30 Jun 2013	4	a) Copy of quarterly item to the portfolio committee	Target:	Target:	Target:	Target:		
							Report on the quarterly activities of the unit	Report on the quarterly activities of the unit	Report on the quarterly activities of the unit	Report on the quarterly activities of the unit		
							Achievements:	Achievements:	Achievements:	Achievements:		
					15							
LEGAL SUPPORT SERVICES												
Key performance area: Provision of sound Legal advice to Council												
Managing legal proceedings by or against Council	2.1	1.2.2	Ensure the maintenance of litigation register by or against Council and report quarterly to Council	30 Jun 2013	4	a) Maintain and update register with sufficient evidence cross referenced to documents on Registry files; b) Copy of item on quarterly report to portfolio committee. c) Copy of portfolio committee resolution	Target:	Target:	Target:	Target:		
							Up to date litigation register	Up to date litigation register	Up to date litigation register	Up to date litigation register		
							Achievements:	Achievements:	Achievements:	Achievements:		
Review Council's Bylaws	2.2	1.2.2	Ensure quarterly review of Council Bylaws and report quarterly to Council	30 Jun 2013	2	a) Maintain and keep register of minutes b) Copy of item on quarterly report to Council c) Copy of resolution	Target:	Target:	Target:	Target:		
							Up to date Bylaws register	Up to date Bylaws register	Up to date Bylaws register	Up to date Bylaws register		
							Achievements:	Achievements:	Achievements:	Achievements:		
Minimise Litigations	2.3	1.2.2	Ensure implementation of Alternative Dispute	30 Jun 2013	2	a) Minutes of meetings b) Report quarterly on	Target:	Target:	Target:	Target:		
							Number of pre-	Number of pre-	Number of pre-	Number of pre-		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
			Resolution to minimise litigation			matters handed over to councils attorneys.	litigation meetings that took place and the success rate thereof. <u>Achievements:</u>	litigation meetings that took place and the success rate thereof. <u>Achievements:</u>	litigation meetings that took place and the success rate thereof. <u>Achievements:</u>	litigation meetings that took place and the success rate thereof. <u>Achievements:</u>		
Contract management	2.4	1.2.2	Ensure that all Council contracts are referred to DMM CS for signing	30 Jun 2013	4	a) Updated register with reference to referrals from user departments b) Copies of final contracts c) Copy of quarterly reports to Council	<u>Target:</u> Number of contracts referred to DMMCS for signing <u>Achievements:</u>	<u>Target:</u> Number of contracts referred to DMMCS for signing <u>Achievements:</u>	<u>Target:</u> Number of contracts referred to DMMCS for signing <u>Achievements:</u>	<u>Target:</u> Number of contracts referred to DMMCS for signing <u>Achievements:</u>		
					12							
PUBLIC PARTICIPATION												
Promotion and coordination of community participation and special programs initiatives and activities	3.1.1	1.3.1	To facilitate and enhance the functionality of Ward committees	30 Jun 2013	4	a) Copy of quarterly item to the Council b) Council resolution	<u>Target:</u> Report on Ward committee/Public meetings held <u>Achievements:</u>	<u>Target:</u> Report on Ward committee/Public meetings held Capacity of Ward Committees (1 workshop) <u>Achievements:</u>	<u>Target:</u> Report on Ward committee/Public meetings held Ward Committee year review session <u>Achievements:</u>	<u>Target:</u> Report on Ward committee/Public meetings held Capacity of Ward Committees (1 workshop) <u>Achievements:</u>		
	3.1.2	1.3.1	Harmonisation of Sukuma Sakhe with Municipal programmes	30 Jun 2013	4	a) Copy of quarterly item to the Council	<u>Target:</u> Development of framework model <u>Achievements:</u>	<u>Target:</u> Finalise the framework model <u>Achievements:</u>	<u>Target:</u> Consultation with relevant stakeholders on the draft framework model <u>Achievements:</u>	<u>Target:</u> Consultation with relevant stakeholders on the draft framework model <u>Achievements:</u>		
	3.1.3	1.3.1	Promote, initiate, organise and conduct special programs as approved by	30 Jun 2013	4	a) List of outreach programs facilitated during the year b) Quarterly progress	<u>Target:</u> Finalise draft policy framework on Youth	<u>Target:</u> Draft policy report framework on	<u>Target:</u> Consultation with relevant	<u>Target:</u> Submit report to Council for approval		

STRATEGIC OBJECTIVE	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
						Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
		Council and report quarterly to the Council by 30 June 2013			reporting	and people living with disability by 31 Sep 2012 <u>Achievements:</u>	gender by 30 October 2012 <u>Achievements:</u>	stakeholders on the draft Policies <u>Achievements:</u>	<u>Achievements:</u>		
				12							

SOUND HUMAN RESOURCE PRACTICES

Ensure planning, organising and directing of the activities and staff of the Human Resources Department, including recruitment and selection, employee assistance programme, health and safety, organizational development and training and labour relations.	4.1.1	4.4.1	To ensure management in development and implementation of Human Resources policies	30 June 2013	4	a) Copy of quarterly item to Council	<u>Target:</u> Finalisation and adoption Leave Policy by 30 September 2012 <u>Achievements:</u>	<u>Target:</u> Finalisation and adoption of HR Recruitment Policy by 30 November 2012 <u>Achievements:</u>	<u>Target:</u> <u>Achievements:</u>	<u>Target:</u> <u>Achievements:</u>		
	4.1.2	4.1.1	To ensure review of Employment Equity Plan by 30 November 2012 and report to Council on the recruitment of employees bases of the revised EEP	30 June 2013	5	a) Copy of quarterly item to the Council	<u>Target:</u> Consultation with all relevant stake holders on the Draft Plan <u>Achievements:</u>	<u>Target:</u> Finalisation and submission of the final EEP to Council for Approval by 30 November 2012 <u>Achievements:</u>	<u>Target:</u> Implementation of EEP (Number of new employees bases on the EEP) <u>Achievements:</u>	<u>Target:</u> Implementation of EEP (Number of new employees bases on the EEP) <u>Achievements:</u>		

EMPLOYEES ASSISTANCE PROGRAMME

Key performance area: *Healthy and productive employees*

Ensure planning, organising and directing of the activities and staff of the Human Resources Department, including recruitment and selection, employee assistance programme, health and safety, organizational	5.1.1	4.4.2.3	To ensure provision of constructive assistance to employees and prevention of a decline of performance from employees with normally satisfying job performance and potential.	30 Jun 2013	6	a) Copy of quarterly item to the Council	<u>Target:</u> Counselling employees to assist them with their problems and to achieve maintenance of productive performance. Quarterly report on EAP interventions undertaken	<u>Target:</u> Provision of a programme promoting healthy lifestyles and coping skills. Quarterly report on EAP interventions undertaken	<u>Target:</u> Training of frontline personnel (union representatives, supervisors and managers) Quarterly report on EAP interventions undertaken	<u>Target:</u> Consultation to decision-makers in the management echelon concerning personnel utilisation Quarterly report on EAP interventions undertaken		
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STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
							Achievements:	Achievements:	Achievements:	Achievements:		
development and training and labour relations.												
LABOUR RELATIONS												
Key performance area: Local Labour Forum meetings.												
Ensure planning, organising and directing of the activities and staff of the Human Resources Department, including recruitment and selection, employee assistance programe, health and safety, organizational development and training and labour relations.	6.1	4.1.3	Ensure that labour relations are strengthened and ensure the capacitation of organised labour and LLF.	30 Jun 2013	4	a) Copy of monthly agenda and minutes of the LLF meetings b) Item to Council and resolution/minutes.	Target:	Target:	Target:	Target:		
							Provisioning of structures to deal with Labour relations issues	joint team building exercise with organised labour	Information sharing workshop on new collective agreements	Workshop on policies and procedures of Council relating to employees.		
	6.2.1	4.1.3	To ensure representation of management in disciplinary and grievance internal processes, as well as mediation and arbitration proceedings.	30 Jun 2013	4	a) Number of cases reported b) Copy of quarterly item on statistics to Council	Achievements:	Achievements:	Achievements:	Achievements:		
							Report on grievances and prosecution of all disciplinary cases	Report on grievances and prosecution of all disciplinary cases	Report on grievances and prosecution of all disciplinary cases	Report on grievances and prosecution of all disciplinary cases		
							Achievements:	Achievements:	Achievements:	Achievements:		
OCCUPATIONAL HEALTH AND SAFETY (OHS)												
Key performance area: Risk management												
Ensure planning, organising and directing of the activities and staff of the Human Resources Department, including recruitment and selection, employee assistance programe, health and safety, organizational	7.1.1	4.4.2.1	To ensure workplace hazards are identified and associated risks are eliminated or controlled	30 Jun 2013	4	a) Copy of quarterly agenda and minutes of the OHS meetings	Target:	Target:	Target:	Target:		
							Number of planned workplace OHS inspections completed	Number of planned workplace OHS inspections completed	Number of planned workplace OHS inspections completed	Number of planned workplace OHS inspections completed		
							Number of reported incidents investigated	Number of reported incidents investigated	Number of reported incidents investigated	Number of reported incidents investigated		
							Achievements:	Achievements:	Achievements:	Achievements:		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
development and training and labour relations.												
Key performance area: Management of work processes												
	7.2	4.4.2.1	To ensure safe systems of work and effective injury management practices are implemented	30 Jun 2013	4	a) Copy of quarterly item to the Council	<u>Target:</u> Implementation of OHS inspection recommendations Number of incident investigation recommendations implemented <u>Achievements:</u>	<u>Target:</u> Implementation of OHS inspection recommendations Number of incident investigation recommendations implemented <u>Achievements:</u>	<u>Target:</u> Implementation of OHS inspection recommendations Number of incident investigation recommendations implemented <u>Achievements:</u>	<u>Target:</u> Implementation of OHS inspection recommendations Number of incident investigation recommendations implemented <u>Achievements:</u>		
Key performance area: Participation, communication and skills												
	7.3	4.4.2.1	To ensure employees are trained and educated and are actively involved in problem solving	30 Jun 2013	4	a) Copy of quarterly item to the Council	<u>Target:</u> Number of attendance at OHS committee meetings Number of managers and supervisors trained in their role <u>Achievements:</u>	<u>Target:</u> Number of attendance at OHS committee meetings Number of managers and supervisors trained in their role <u>Achievements:</u>	<u>Target:</u> Number of attendance at OHS committee meetings Number of managers and supervisors trained in their role <u>Achievements:</u>	<u>Target:</u> Number of attendance at OHS committee meetings Number of managers and supervisors trained in their role <u>Achievements:</u>		
TRAINING AND DEVELOPMENT												
Co-ordination of the development and implementation of the Workplace Skills (WSP) Plan.	8.1	4.4.2.2	Ensure that all requirements to qualify for LGSETA disbursement of mandatory Grants be adhered to and roll-out training according to the training budget and	30 Jun 2013	3	a) Copy of resolution on the approval of annual training report and workplace skills plan. b) Evidence of submission of the Annual Training Report (ATR) and	<u>Target:</u> Submission of Workplace Skills Plan to Council and allocation of funds to departments according to Skills prioritisation model	<u>Target:</u> 50% Rolling out of training according to budget allocations	<u>Target:</u> 80% spending of the rollout of training as per prioritisation model	<u>Target:</u> Submission of annual workplace skill report and Workplace Skills Plan for 2013/2014 by the 30 June 2013 to LGSETA		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
			approved Workplace Skills Plan and report quarterly progress to Council			Workplace Skills Plan (WSP) to LGSETA. c) Copy of quarterly training report to Council.	for 2012/2013 by 30 August 2012 <u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Training of Organisational employees on policies	8.2	4.4.2.2	Ensure provision of workshop on policies and procedures to Council employees and report quarterly progress to Council	30 Jun 2013	3	a) Copy of quarterly item to the Corporate Services portfolio committee	<u>Target:</u> Establishment of an annual schedule for policy review process in consultation with Legal services and Policy review committee and adoption by Council.	<u>Target:</u> Workshop all Policies reviewed during the quarter	<u>Target:</u> Workshop all Policies reviewed during the quarter	<u>Target:</u> Workshop all Policies reviewed during the quarter		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					41							
MANAGEMENT INFORMATION SERVICES												
Provision of effective and efficient ICT Services to support Council daily operations	9.1	4.2	Ensure that reported ICT incidents are promptly attended to and resolved without delay.	30 Jun 2013	6	a) ICT Monthly report to the ICT Steering Committee b) ICT Quarterly report to Council	<u>Target:</u> Devise and implement a method to obtain monthly statistics on calls logged and resolved.	<u>Target:</u> Achieve 90% resolution on logged ICT incidents and report on a monthly basis to ICT Steering Committee. Report to Council on a Quarterly basis.	<u>Target:</u> Achieve 90% resolution on logged ICT incidents and report on a monthly basis to ICT Steering Committee. Report to Council on a Quarterly basis.	<u>Target:</u> Achieve 90% resolution on logged ICT incidents and report on a monthly basis to ICT Steering Committee. Report to Council on a Quarterly basis.		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Ensure effective ICT Continuity and Disaster Recovery Plan is implemented	9.2	4.2	Ensure ICT infrastructure and systems availability through implementation of effective ICT Continuity and Disaster Recovery	30 Jun 2013	6	a) ICT Monthly Projects report to the ICT Steering Committee b) ICT Quarterly Projects report to Council	<u>Target:</u> Design and approve project plans for backup solution and server environment migration as per ICT	<u>Target:</u> Implement backup solution. Complete server environment	<u>Target:</u> Design and approve project plans for activation of Disaster Recovery Centre in	<u>Target:</u> Implement and activate Disaster Recovery Centre in Empangan		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
			Plan				tenders.	migration.	Empangeni			
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					12							
ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT												
Ensure planning, organising and directing of the activities and staff of the Human Resources Department, including recruitment and selection, employee assistance programme, health and safety, organizational development and training and labour relations.	10.1.1	4.1.4	Establish systems and measures to manage any potential change in the organisational culture or systems by 30 June 2013	30 Jun 2013	4	a) Copies of quarterly items to Council	<u>Target:</u> Report progress on change management interventions undertaken	<u>Target:</u> One change management project completed Report progress on change management interventions undertaken	<u>Target:</u> Report progress on change management interventions undertaken	<u>Target:</u> One change management project completed Report progress on change management interventions undertaken		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	10.1.2	4.1.4	Ensure briefing of Council on issues of: • Job Evaluation • Wage curves • Categorisation	30 Jun 2013	4	a) Copies of quarterly items to Council	<u>Target:</u> Quarterly report progress	<u>Target:</u> Quarterly report progress	<u>Target:</u> Quarterly report progress	<u>Target:</u> Quarterly report progress		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					8							
Total					100							

5. CORE COMPETENCY REQUIREMENTS FOR THE DEPUTY MUNICIPAL MANAGER CORPORATE SERVICES (CCR)

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in a personal development plan (PDP) for addressing developmental gaps.

1	2	3	4	5
Performance clearly below acceptable level.	Performance is competent in some aspects, but shows need for improvement in other aspects.	Fully competent performance.	Noticeably better than competent performance.	Distinguished performance, obvious to all.

Core Competency requirement	Description / Definition	Generic Standards for "Fully Effective" Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
A	Core Managerial Competency					
1	Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"> ➤ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; ➤ Manages and monitors financial risk; ➤ Continuously looks for new opportunities to obtain and save funds; ➤ Prepares financial reports and guidelines based on prescribed format; ➤ Understands and weighs up financial implications of propositions; ➤ Understands, analyses and monitors financial reports; ➤ Allocates resources to established goals and objectives; ➤ Aligns expenditure to cash flow projections; ➤ Ensures effective utilisation of financial resources; ➤ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ➤ Prepares own budget in line with the strategic objectives of the organisation. 	Compulsory	15	
2	People Management and empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	<ul style="list-style-type: none"> ➤ Seeks opportunities to increase personal contribution and level of responsibility; ➤ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ➤ Delegates and empowers others to increase contribution and level of responsibility; ➤ Applies labour and employment legislation and regulations consistently; ➤ Facilitates team goal setting and problem solving; ➤ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; 	Compulsory	15	

Core Competency requirement		Description / Definition	Generic Standards for "Fully Effective" Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
A	Core Managerial Competency						
			<ul style="list-style-type: none"> ➤ Adheres to internal and national standards with regards to HR practices; ➤ Deals with labour matters; ➤ Identifies competencies required and suitable resources for specific tasks; ➤ Displays personal interest in the well-being of colleagues; ➤ Able to manage own time as well as time of colleagues and other stakeholders; and ➤ Manages conflict through a participatory transparent approach. 				
3	Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	<ul style="list-style-type: none"> ➤ Develops clear and implementable service delivery improvement programmes; ➤ Identifies opportunities to exceed the expectations of customers; ➤ Designs internal work processes to improve customer service; ➤ Adds value to the organisation by providing exemplary customer service; and ➤ Applies customer rights in own work environment. 	Compulsory		15	
4	Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	<ul style="list-style-type: none"> ➤ Performs analysis to determine the impact of changes in the social, political and economic environment; ➤ Keeps self and others calm and focused during times of change or ambiguity; ➤ Initiates, supports and encourages new ideas; ➤ Volunteers to lead change efforts outside of own work team; ➤ Consults and persuades all the relevant stakeholders of the need for change; ➤ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ➤ Coaches colleagues on how to manage change; ➤ Proactively seeks new opportunities for change; ➤ Identifies and assists in resolving resistance to change with stakeholders; ➤ Designs specific projects to enable change that are aligned to the organisational objectives; and ➤ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts. 	Choice		15	

Core Competency requirement		Description / Definition	Generic Standards for "Fully Effective" Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
A	Core Managerial Competency						
5	Honesty and Integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> ➤ Conducts self in accordance with organisational code of conduct; ➤ Admits own mistakes and weaknesses and seeks help from others where unable to deliver; ➤ Reports fraud, corruption, nepotism and maladministration; ➤ Honours the confidentiality of matters and does not use it for personal gain or the gain of others; ➤ Discloses conflict of interests issues; ➤ Establishes trust and shows confidence in others; ➤ Treats all employees with equal respect; ➤ Undertakes roles and responsibilities in a sincere and honest manner; ➤ Incorporates organisational values and beliefs into daily work; ➤ Uses work time for organisational matters and not for personal matters; and ➤ Shares information openly, whilst respecting the principle of confidentiality. 	Choice		10	
Total Core Managerial Competency						70	

Core Competency requirement		Description / Definition	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
B	Core Occupational Competency					
1	Knowledge of developmental Local Government.	This includes a working knowledge of Council Regulations, By Laws and Policies, National, Provincial and Local Government Structures and applicable legislation including the Municipal Finance Management Act, Municipal Structures Act and Municipal Systems Act, Municipal performance regulations, Administrative Justice Act and Access to Information Act.	Choice		15	
2	Knowledge of Performance Management and Reporting	Skills required to measure the general performance of processes within the DMM CS'S area of responsibility. This includes planning documents, budgets, research, delegations and authorisations. It involves being able to apply performance measurement techniques. It requires reporting in terms of legislative requirements and also when things do not go according to plan and then requires the appropriate corrective action to be taken.	Choice		15	
Total Core Occupational Competency					30	
Total Core Competency					100	

6. CONSOLIDATED SCORE (Refer to PMS Calculator)

The consolidated performance Evaluation Results will be attached separately to this Performance Plan

7. LINK TO REWARD

The DMM CS' performance will be rewarded in accordance with Section 11 of the Performance Contract. (Regulation 32 (2) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.)