

PERFORMANCE PLAN
DEPUTY MUNICIPAL MANAGER COMMUNITY SERVICES
CITY OF UMHLATHUZE

This plan defines the Council's expectations of the Deputy Municipal Manager Community Services in accordance with 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 Mayor (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 : Community Services** (DMM ComS):

Date: 2012-07-31

Signed by the **Municipal Manager** on behalf of Council:

Date: 2012-07-31

1. POSITION PURPOSE

To perform all the duties and functions of the Deputy Municipal Manager Community Services (DMM ComS) 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 Community 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 Community 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 Mayor may request input from agendas, minutes and “customers” on the DMM ComS’s 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 ComS’s performance since they have worked closely with him on some or all aspects of his job.
3. The DMM ComS 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 ComS to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The DMM ComS 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 ComS 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 ComS’s 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 ComS 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 ComS at this level. The appraisal indicates that the DMM ComS 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 ComS 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 ComS 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 ComS 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 ComS 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 ComS 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 ComS on the applicable CCR's will be based on the rating scale as reflected in section 4 of the performance plan.
12. The Municipal Manager and the DMM ComS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The Municipal Manager and DMM ComS 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 Community 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 | 1.4 | Public Safety and Security Services (Public Safety) | | | | |
| | | | | 1.4.1 | Fire & Rescue Services | | |
| | | | | | | 1.4.1.1 | Fire Prevention |
| | | | | | | 1.4.1.2 | Fire Training |
| | | | | | | 1.4.1.3 | Fire and Rescue Operations |
| | | | | | | 1.4.1.4 | Fire and Rescue Administration |
| | | | | 1.4.2 | Traffic Services | | |
| | | | | | | 1.4.2.1 | Crime Prevention |
| | | | | | | 1.4.2.2 | Licensing (Vehicles) |
| | | | | | | 1.4.2.3 | Traffic Operations and Administration |
| | | | | | | 1.4.2.4 | Traffic Control Room |
| | | | | 1.4.3 | Security Services (Crime Prevention and CCTV System) | | |
| | | | | 1.4.4 | Disaster Management | | |

| National Key Performance Area | Developmental Strategies | IDP No | Strategic Objectives | IDP No | Programmes | IDP No | Sub Programmes/Projects |
|--|--|--------|--|--------|-------------------------------------|---------|--|
| Basic Service Delivery & Infrastructure Development | Sustainable Infrastructure and Service Provision | 2.4 | Health and Cleansing | | | | |
| | | | | 2.4.1 | Solid Waste Management | | |
| | | | | | | 2.4.1.1 | Waste Management Inland |
| | | | | | | 2.4.1.2 | Waste Management Coastal |
| | | | | | | 2.4.1.3 | Waste Management Administration |
| | | | | 2.4.2 | Primary Health (Clinic Services) | | |
| | | | | | | 2.4.2.1 | Clinic Services - Empangeni |
| | | | | | | 2.4.2.2 | Clinic Services - Richards Bay |
| | | | | | | 2.4.2.3 | Occupational Health |
| | | | | 2.4.3 | Public Health and Pollution Control | | |
| | | | | | | 2.4.3.1 | Environmental Health Coastal |
| | | | | | | 2.4.3.2 | Environmental Health Inland |
| | | | | | | 2.4.3.3 | Air Pollution Control and Environmental Impact |
| | | 2.6 | Recreation and Environmental Services | | | | |
| | | | | 2.6.1 | Horticultural Management | | |
| | | | | | | 2.6.1.1 | Biodiversity (Cemeteries) and Conservation |
| | | | | | | 2.6.1.2 | Operations management |
| | | | | 2.6.2 | Sport & Recreation | | |
| | | | | | | 2.6.2.1 | Recreational Facilities Management |
| | | | | | | 2.6.2.2 | Sport and Recreation Development |
| | | | | 2.6.3 | Arts and Culture | | |
| | | | | | | 2.6.3.1 | Public Libraries |
| | | | | | | 2.6.3.2 | Museum |
| | | | | | | 2.6.3.3 | Community Halls and Thusong Centres |
| | | | | 2.6.4 | Recreational Projects Management | | |
| | | | | 2.6.5 | Horticultural Contracts Management | | |
| Municipal Institutional Development & Transformation | Institutional Development | 4.1 | Human Resource and Industrial Relations Services | | | | |
| Municipal Financial Viability & Management | Sound Financial Management | 5.1 | Expenditure | | | | |
| | | 5.2 | Revenue | | | | |

4. KEY PERFORMANCE AREA SCORECARD

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|--|-------|---------|--|--------------|--------|--|---|---|---|---|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| TRAFFIC, VEHICLE LICENSING AND CRIME PREVENTION SERVICES | | | | | | | | | | | | |
| Saving lives through effective law enforcement | 1.1.1 | 1.4.2 | Speed Enforcement | 30 Jun 2013 | 3 | a) Schedule of hours spent on speed enforcement b) Copy of report to Community Services Council with supporting documentation | Target: | Target: | Target: | Target: | | |
| | | | | | | | 350 hours 1 Quarterly report | 350 hours 1 Quarterly report | 350 hours 1 Quarterly report | 350 hours 1 Quarterly report | | |
| | 1.1.2 | 1.4.2 | High Visibility Patrols and Moving Violations | 30 Jun 2013 | 2 | a) Schedule of hours spent on Patrols b) Copy of report to Council | Target: | Target: | Target: | Target: | | |
| | | | | | | | 350 hour 1 Quarterly report | 350 hour 1 Quarterly report | 350 hour 1 Quarterly report | 350 hour 1 Quarterly report | | |
| | 1.1.3 | 1.4.2.2 | Conduct Road Worthiness and Driver Fitness Exercises | 30 Jun 2013 | 2 | a) Copy duty roster indicating number of exercises b) Copy of report to Council | Target: | Target: | Target: | Target: | | |
| | | | | | | | 18 Exercises 1 Quarterly report | 18 Exercises 1 Quarterly report | 18 Exercises 1 Quarterly report | 18 Exercises 1 Quarterly report | | |
| | 1.1.4 | 1.4.2.3 | Conduct Road Safety Educational programmes | 30 Jun 2013 | 2 | a) Evidence of program presented. b) Copy of report to Council | Target: | Target: | Target: | Target: | | |
| | | | | | | | 2 programmes 1 Quarterly report | 2 Programmes 1 Quarterly report | 2 Programmes 1 Quarterly report | 2 Programmes 1 Quarterly report | | |
| Enhancement of Revenue Collection | 1.2 | 5.2.2 | Ensure collection of R2.6m through successful prosecutions | 30 June 2012 | 2 | a) Copy of payments received during quarter b) Copy of report to Council | Target | Target | Target | Target | | |
| | | | | | | | R650 000 collection 1 Quarterly Report | R650 000 collection 1 Quarterly Report | R650 000 collection 1 Quarterly Report | R650 000 collection 1 Quarterly Report | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|---|-------|---------|---|-------------|--------|--|--|--|--|---|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| Ensure zero fraud and aim for clean audit report on both registration and licencing of motor vehicles and driving license testing centre. | 1.3 | 1.4.2.2 | Accurate testing of learners licence and registration/ Licensing of vehicles and maintenance of records. | 30 Jun 2013 | 4 | a) Copy of report to Council with supporting evidence | Target: Evidence of Clean Audit Achievements: | Target: Evidence of Clean Audit Achievements: | Target: Evidence of Clean Audit Achievements: | Target: Evidence of Clean Audit Achievements: | | |
| Crime Prevention | 1.4 | 1.4.3 | Development of Crime Prevention Strategy | 30 Jun 2013 | 3 | a) Copy of report to Council with supporting documentation | Target: Draft Strat 1 Quarterly report Achievements: | Target: Final Strat to Council 1 Quarterly report Achievements: | Target: Publication of Strat 1 Quarterly report Achievements: | Target: Implementation of Strat 1 Quarterly report Achievements: | | |
| | | | | | 18 | | | | | | | |
| EMERGENCY SERVICES AND DISASTER MANAGEMENT | | | | | | | | | | | | |
| Attendance to all Emergency | 2.1 | 1.4.4 | 100% response to all reported emergency calls & record number of incidents. and report quarterly to the Council | 30 Jun 2013 | 5 | a) List of all calls and responses to calls with dates and times supported by transport log of fire engine or response vehicles b) Copy of quarterly reports with supporting documents to Council with copy of resolution | Target: • 100% response to reported accidents. Achievements: | Target: • 100% response to reported accidents. Achievements: | Target: • 100% response to reported accidents. Achievements: | Target: • 100% response to reported accidents. Achievements: | | |
| Fire prevention inspections and at business premises and | 2.2.1 | 1.4.1.1 | Conduct 1500 fire prevention inspections on business premises by 30 June 2013 | 30 Jun 2013 | 4 | a) List of business premises to be inspected b) Completed and signed inspection reports by officers | Target: • 375 fire prevention inspections Achievements: | Target: • 375 fire prevention inspections Achievements: | Target: • 375 fire prevention inspections Achievements: | Target: • 375 fire prevention inspections Achievements: | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|--|-------|---------|--|-------------|--------|---|--|--|--|--|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| Perform emergency exercises at High Risk Installations | | | | | | confirming inspections c) Copy of quarterly report with supporting documentation to Council | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 2.2.2 | 1.4.1.1 | Conduct 12 emergency exercises at High Risk Installations by 30 June 2013 | 30 Jun 2013 | 3 | a) List of high risk installations b) Evidence of communication to high risk installation sites c) Copy of progress report with supporting documentation and a copy of the resolution | <u>Target:</u> 3 exercises | <u>Target:</u> 3 exercises | <u>Target:</u> 3 exercises | <u>Target:</u> 3 exercises | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| Meeting with industries for Disaster Planning and Reviewing of Disaster Management Plan | 2.3 | 1.4.4 | Meet with Advisory forum representing all major industries as per meeting schedule for input into the disaster plan and Review and update Disaster Management Plan twice per annum | 30 Jun 2013 | 4 | a) Copies of DMP with updates where applicable b) List of major industries c) Minutes of 3 meetings held d) Copy of item to Council | <u>Target:</u> 1 Quarterly report | <u>Target:</u> Update of DMP 1 Quarterly report | <u>Target:</u> 1 Quarterly report | <u>Target:</u> Update of DMP 1 Quarterly report | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | | | | | 16 | | | | | | | |
| CLINIC SERVICES | | | | | | | | | | | | |
| Implementation of Government Key Strategies and policies in Health Care Service Delivery | 3.1 | 2.4.2 | <u>Patients Under 5 Years:</u> - Perform 3500 Immunisations per quarter - Reduce no of patients through Integrated Management of childhood illnesses | 30 Jun 2013 | 6 | a) Copy of report with supporting documentation indicating areas of compliance to Council with resolution | <u>Target:</u> 3500 Immunisations 3500 IMCI Patients 3000 HIV Tests 600 TB Tests | <u>Target:</u> 3500 Immunisations 3000 IMCI Patients 3000 HIV Tests 600 TB Tests | <u>Target:</u> 3500 Immunisations 2500 IMCI Patients 3000 HIV Tests 600 TB Tests | <u>Target:</u> 3500 Immunisations 2000 IMCI Patients 3000 HIV Tests 600 TB Tests | | |
| | | | <u>Patients Over 5 Years:</u> - HIV Testing - TB Testing | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | | | | | | | | | | | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|---|-------|---------|---|-------------|--------|---|---|---|---|---|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| Present Health education programmes | 3.2.1 | 2.4.2 | Provide Health Talks in the clinic on relevant health matters such as HIV, Rabies, Cancer, Family Planning etc. | 30 Jun 2013 | 2 | a) Copies of photographs b) Copies of quarterly progress reports to Council | <u>Target:</u> 250 Talks 1 quarterly Report | <u>Target:</u> 250 Talks 1 quarterly Report | <u>Target:</u> 250 Talks 1 quarterly Report | <u>Target:</u> 250 Talks 1 quarterly Report | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 3.2.2 | 2.4.2 | Conduct Campaigns as required by National and Provincial Province | 30 Jun 2013 | 2 | a) Evidence of conducting campaigns b) Copies of photographs c) Copies of quarterly progress reports to Council | <u>Target:</u> 1 quarterly Report on Primary Health Care Clinic Services | <u>Target:</u> 1 quarterly Report on Primary Health Care Clinic Services | <u>Target:</u> 1 quarterly Report on Primary Health Care Clinic Services | <u>Target:</u> 1 quarterly Report on Primary Health Care Clinic Services | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | | | | | 10 | | | | | | | |
| PUBLIC HEALTH AND POLLUTION CONTROL (ENVIRONMENTAL HEALTH) | | | | | | | | | | | | |
| Performance of environmental health services. | 4.1.1 | 2.4.3 | Perform environmental health services as per SLA with uThungulu District Municipality and as required by Section 84 of the Systems Act, 1998 since 1 July 2004. | 30 Jun 2013 | 3 | a) Copy of SLA with uThungulu b) Copy of quarterly reports to Council | <u>Target:</u> 1 Quarterly report | <u>Target:</u> 1 Quarterly report | <u>Target:</u> 1 Quarterly report | <u>Target:</u> 1 Quarterly report | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 4.1.2 | 2.4.3 | Monitor Food Hygiene by undertaking samples and swabs of food and at food premises (chemical and bacteriological analysis) | | 2 | a) Copies of laboratory results b) Copies of quarterly reports to Council | <u>Target:</u> ▪ 18 samples ▪ 1 quarterly report | <u>Target:</u> ▪ 18 samples ▪ 1 quarterly report | <u>Target:</u> ▪ 18 samples ▪ 1 quarterly report | <u>Target:</u> ▪ 18 samples ▪ 1 quarterly report | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 4.1.3 | 2.4.3.3 | Inspections of all mortuary facilities on a bi-annual basis. | 30 Jun 2013 | 1 | a) Copies of inspection reports. b) Copies of quarterly reports to Council | <u>Target:</u> ▪ 8 inspections 1 quarterly report | <u>Target:</u> ▪ 9 inspections 1 quarterly report | <u>Target:</u> ▪ 8 inspections 1 quarterly report | <u>Target:</u> ▪ 9 inspections 1 quarterly report | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|---|-------|---------|--|-------------|--------|---|--|--|--|--|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| | 4.1.4 | 2.6.1.1 | Attend to 100% of qualifying Indigent/Pauper Burial applications | | 1 | Quarterly Report to Council | <u>Target:</u> 100% applications | <u>Target:</u> 100% applications | <u>Target:</u> 100% applications | <u>Target:</u> 100% applications | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 4.1.5 | 2.4.3 | Provide 2 Health Education /Awareness Programmes to the community, businesses and/ schools per quarter | | 1 | Quarterly Report to Council | <u>Target:</u> 2 Programs 1 Quarterly Report | <u>Target:</u> 2 Programs 1 Quarterly Report | <u>Target:</u> 2 Programs 1 Quarterly Report | <u>Target:</u> 2 Programs 1 Quarterly Report | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| Ensure Compliance with minimum thresholds for Air Pollution | 4.2.1 | 2.4.3.3 | Investigate and respond to all industrial air pollution complaints | 30 Jun 2013 | 2 | a) List of all air pollution complaints recorded b) Evidence of investigation and response by RBCAA (outsourced service provider) c) Copies of quarterly reports to Council | <u>Target:</u> 100% response to industrial air pollution complaints | <u>Target:</u> 100% response to industrial air pollution complaints | <u>Target:</u> 100% response to industrial air pollution complaints | <u>Target:</u> 100% response to industrial air pollution complaints | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 4.2.2 | 2.4.3.3 | Conduct 120 Air Quality Management inspections on business premises by 30 June 2013 and report quarterly progress. | 30 Jun 2013 | 1 | a) List of business premises to be inspected b) Completed and signed inspection reports by officers confirming inspections c) Copy of quarterly report with supporting documentation to Council | <u>Target:</u> 30 Inspections | <u>Target:</u> 30 Inspections | <u>Target:</u> 30 Inspections | <u>Target:</u> 30 Inspections | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 4.2.3 | 2.4.3.3 | Development of Air Quality Management Strategy | 30 Jun 2013 | 1 | a) Copy of report to Council with supporting documentation | <u>Target:</u> Draft Strat 1 Quarterly report | <u>Target:</u> Final Strat to Council 1 Quarterly report | <u>Target:</u> Publication of Strat 1 Quarterly report | <u>Target:</u> Implementation of Strat 1 Quarterly report | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|--|-------|---------------|--|-------------|--------|---|---|---|---|---|------------------|------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| | | | | | | | Target: 1 Quarterly report Achievements: | Target: 1 Quarterly report Achievements: | Target: 1 Quarterly report Achievements: | Target: 1 Quarterly report Achievements: | | |
| | 4.2.4 | 2.4.3 | Registration of all schedule trades | 30 Jun 2013 | 2 | a) Copies of permits issued b) Copies of quarterly reports to Council | | | | | | |
| | | | | | 14 | | | | | | | |
| WASTE MANAGEMENT COLLECTION AND CLEANING | | | | | | | | | | | | |
| Recycling and Minimisation of waste in compliance with Legislation and the Polokwane Declaration | 5.1.1 | 2.4.1 (TAS 2) | Increase recyclable waste at source by 6% by 30 June 2013. | 30 Jun 2013 | 2 | a) Evidence of waste collected for 2012/2013 financial year with calculations to support re-cycling figures b) Basis of calculation with evidence of reduction c) Copy of report with supporting documents and resolution | Target: 1.5% increase in waste recycling Achievements: | Target: 1.5% increase in waste recycling Achievements: | Target: 1.5% increase in waste recycling Achievements: | Target: 1.5% increase in waste recycling Achievements: | | |
| | | | | | | | | | | | | |
| | 5.1.2 | 2.4.1 (TAS 2) | Reduce disposal of waste at source by 3% by 30 June 2013 | 30 Jun 2013 | 2 | a) Evidence of waste collected for 2012/2013 financial year with calculations to support b) Basis of calculation with evidence of reduction c) Copy of report with supporting documentation and resolution | Target: 0.75% reduction of waste disposal Achievements: | Target: 0.75% reduction of waste disposal Achievements: | Target: 0.75% reduction of waste disposal Achievements: | Target: 0.75% reduction of waste disposal Achievements: | | |
| | | | | | | | | | | | | |
| | 5.1.3 | 2.4.1 | Ensure clean-up campaigns and educational programs using schools as venues by 30 June 2013 | 30 Jun 2013 | 1 | a) List of schools to be targeted b) Copies of communication to schools c) Evidence of implementation of | Target: 2 clean-up campaigns Achievements: | Target: 3 clean-up campaigns Achievements: | Target: 2 clean-up campaigns Achievements: | Target: 3 clean-up campaigns Achievements: | | |
| | | | | | | | | | | | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|---|-------|-------|--|-------------|--------|--|---|---|------------------------------------|----------------------------|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| | | | | | | campaign d) Copy of quarterly progress reports to Council with supporting evidence | | | | | | |
| Increase Recycling Areas | 5.2 | 2.4.1 | Establish Transfer station in eSikhaleni | 30 Jun 2013 | 1 | a.) Copy of quarterly report to Council | Target Identify site and conduct EIA | Target Survey, Levelling of Platform | Target Fencing and Construction | Target 100% Operational | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| | | | | | | | | | | | | |
| | | | | | 6 | | | | | | | |
| SPORT AND RECREATION | | | | | | | | | | | | |
| Organise and present Recreational programs for youth, the disabled and the senior citizens. | 6.1.1 | 2.6.2 | Kids: Organise and Present Learn and Play Event | 30 Jun 2013 | 1 | a) List of approved sport development programs per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Council | Target No Event | Target 1 Event | Target No Event | Target No Event | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| | 6.1.2 | 2.6.2 | Youth: Organise and Present Indigenous Games | 30 Jun 2013 | 1 | e) List of approved sport development programs per target spread over financial year f) Evidence of communications to target audience g) Copy of agenda and program content h) Copy of quarterly progress report to Council | Target 1 Event | Target No Event | Target No Event | Target 1 Event | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|---------------------|-------|-------|--|-------------|--------|--|---|----------------------|----------------------|----------------------|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| | | | | | | | Target | Target | Target | Target | | |
| | 6.1.3 | 2.6.2 | <u>Disabled</u> Organise and present Fun Festival at Thuthukani School | 30 Jun 2013 | 1 | a) List of approved sport development programs per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Community | No Event | No Event | No Event | 1 Event | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 6.1.4 | 2.6.2 | <u>Senior Citizens:</u> Organise and present: - Golden Games - Aquarobics | 30 Jun 2013 | 1 | a) List of approved sport development programs per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Community | 1 Golden Games Event | 1 Aquarobics and | No Event | 1 Golden Games Event | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 6.1.5 | 2.6.2 | <u>Employees and Councilors:</u> Organise and present Sport Day | 30 Jun 2013 | 1 | a) List of approved sport development programs per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Community | No Event | 1 Event | No Event | No Event | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | 6.1.6 | 2.6.2 | Organise and Present Annual Holiday Beach Program | 30 Jun 2013 | 1 | a) List of approved sport development programs per target spread over financial year | Target | Target 1 Program | Target | Target | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|---|-----|---------|---|-------------|--------|--|---|-------------------------------|--------------------------------|--------------------------------|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| Organise and Present Sport Development Programs | 6.2 | 2.6.2.2 | Conduct sports development programs in various sporting codes by 30 June 2013: <u>Quarter 1:</u> <ul style="list-style-type: none"> 2 Rugby Tournaments Talent Identification eNseleni Cross Country Karate Tournament Salga Cluster Games Mayoral Sports Day Salga District Games <u>Quarter 2:</u> <ul style="list-style-type: none"> Competition Swimming Gala Jnr Football Masters Tournament <u>Quarter 3:</u> <ul style="list-style-type: none"> Jnr Football Masters Tournament (Depending on sponsorship) 16 Ward Elimination Games Level 0 Swimming Gala <u>Quarter 4:</u> <ul style="list-style-type: none"> 14 Ward Elimination Games | 30 Jun 2013 | 3 | a) List of approved sport development programs per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Community | <u>Target</u> 7 events | <u>Target</u> 2 Events | <u>Target</u> 18 Events | <u>Target</u> 14 Events | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|---|-------|---------|--|-------------|--------|--|---|--------------------------------------|--------------------------------------|-------------------------------------|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| Organise and Present Capacity building for sports administrators, technical officials and coaches | 6.3 | 2.6.2.2 | Present the following capacity building workshops for sports administrators <ul style="list-style-type: none"> Chess Workshop Football Referee Workshop Sport Council and Stakeholders Workshop Football Administrators Workshop | 30 Jun 2013 | 1 | a) List of approved sport development programs b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Council | Target: 3 Workshops | Target: | Target: | Target: 1 Workshop | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| Development and Upgrade of Sport and Recreational Facilities | 6.4 | 2.6.2.1 | Develop and upgrade externally funded Soccerfields and Combi Courts in the following areas: <ul style="list-style-type: none"> Ward 8 Ward 12 Ward 28 | 30 Jun 2013 | 2 | a.) Copy of quarterly progress report to Council | Target: Quarterly Progress Report | Target: Quarterly Progress Report | Target: Quarterly Progress Report | Target: Completion and Handover | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| Improvement of Alkanstrand Beach Facilities | 6.5.1 | 2.6.2.1 | Renovate and Upgrade existing facilities to attract tourists. | 30 Jun 2013 | 2 | a.) Copy of quarterly progress report to Council | Target Quarterly Progress Report | Target Quarterly Progress Report | Target Quarterly Progress Report | Target Quarterly Progress Report | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| | 6.5.2 | 2.6.2.1 | Provision of Shark Nets to ensure safety of Bathers | 30 Jun 2013 | 1 | a.) Copy of quarterly progress report to Council | Targets 1 Quarterly Report | Targets 1 Quarterly Report | Targets 1 Quarterly Report | Targets 1 Quarterly Report | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|--|-------|---------|---|-------------|--------|--|---|--|--|--|----------------------|------------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| Improvement of Swimming Pool Facilities | 6.6 | 2.6.2.1 | Replacement of Filters during first quarter | 30 Jun 2013 | 1 | a.) Copy of quarterly progress report to Council | Target 100% completion of filters replacement | Target | Target | Target | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| | | | | | 16 | | | | | | | |
| ARTS AND CULTURE | | | | | | | | | | | | |
| Establish and Pilot Thusong Service Centres | 6.7.1 | 2.6.3.3 | Ensure functionality of uMsasandla TSC by July 2013 through reviewing of Local inter-sectoral steering committee, tenants commitment, provide SLA and service charter | 30 Jun 2013 | 2 | a.) Copy of quarterly progress report to Council | Target 1 Quarterly status Report | Target 1 Quarterly status Report | Target 1 Quarterly status Report | Target 1 Quarterly status Report | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| | 6.7.2 | 2.6.3.3 | Revamp Port Durnford TSC funded by RBM and ensure full functionality by July 2013 | 30 Jun 2013 | 2 | a.) Copy of quarterly progress report to Council | Target 1 Quarterly status Report | Target 1 Quarterly status Report | Target 1 Quarterly status Report | Target 1 Quarterly status Report | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| Provide efficient Library Service to the Community | 6.8 | 2.6.3.1 | Conduct Library Campaigns as directed by Provincial Department | 30 Jun 2013 | 2 | a) Evidence of programs and displays presented. b) Copy of quarterly progress report to Council | Target 1 campaign dependent of Province | Target 1 campaign dependent of Province | Target 1 campaign dependent of Province | Target 1 campaign dependent of Province | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| | | | | | 6 | | | | | | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|--|-------|---------|--|-------------|--------|--|---|---|---|---|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| HORTICULTURAL SERVICES | | | | | | | | | | | | |
| Promote and improve indigenous vegetation within the boundaries of the City of uMhlathuze | 7.1.1 | 2.6.1.1 | Plant at least 1000 indigenous trees by 30 June 2013 within the boundaries of the City of uMhlathuze | 30 Jun 2013 | 1 | a) Indigenous trees register b) Evidence of purchase invoice or requisition if internally grown c) List of trees planted per location (street, area etc where applicable) d) Copy of quarterly progress report to Council | <u>Target:</u> 200 Trees <u>Achievements:</u> | <u>Target:</u> 300 Trees <u>Achievements:</u> | <u>Target:</u> 300 Trees <u>Achievements:</u> | <u>Target:</u> 200 Trees <u>Achievements:</u> | | |
| | 7.1.2 | 2.6.1.2 | Implementation of alien invader plant control by clearing 800 ha (depended on funding) of invader plants by 30 June 2013 | 30 Jun 2013 | 1 | a) Evidence that invader plants exist at locations and square metres thereof b) Evidence of cleaning areas listed in (a) above c) Copy of quarterly report to Council | <u>Target:</u> 200ha 1 quarterly report <u>Achievements:</u> | <u>Target:</u> 200ha 1 quarterly report <u>Achievements:</u> | <u>Target:</u> 200ha 1 quarterly report <u>Achievements:</u> | <u>Target:</u> 200ha 1 quarterly report <u>Achievements:</u> | | |
| Beautification and general cleaning of areas within the boundaries of the City of uMhlathuze | 7.3 | 2.6.1.2 | Cut all grass to the required standard through completion of grass cutting cycle 8 times per annum (30 June 2013) | 30 Jun 2013 | 2 | a) A rotation plan indicating location and cutting dates b) Copy of quarterly report to Council | <u>Target:</u> 2 cycles <u>Achievements:</u> | <u>Target:</u> 2 cycles <u>Achievements:</u> | <u>Target:</u> 2 cycles <u>Achievements:</u> | <u>Target:</u> 2 cycles <u>Achievements:</u> | | |
| | 7.4 | 2.6.1.1 | Attend to 100% of requests received for interments | 30 Jun 2013 | 2 | a) Copy of quarterly report to Council | <u>Target:</u> 100% request received <u>Achievements:</u> | <u>Target:</u> 100% request received <u>Achievements:</u> | <u>Target:</u> 100% request received <u>Achievements:</u> | <u>Target:</u> 100% request received <u>Achievements:</u> | | |
| | | | | | 6 | | | | | | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|--|-------|-----|--|--------------|--------|---|---|--------------------|--------------------|--------------------|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| STRATEGIC PLANNING AND DEPARTMENTAL MANAGEMENT | | | | | | | | | | | | |
| % saving on operational budget excluding bulk purchases, maintenance and any specific votes identified during the financial year | 8.1 | 5.1 | At least 5% savings on operational budget as per CFO guidelines by 30 June 2013 and report Finance portfolio committee | 30 Jun 2013 | 2 | a) Reports on OPEX savings to Finance portfolio Committee b) Deviations on non-achievements of collection targets. | Target: | Target: | Target: | Target: | | |
| | | | | | | | 1 Quarterly report | 1 Quarterly report | 1 Quarterly report | 1 Quarterly report | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| Departmental Meetings and information sharing | 8.2.1 | 4.1 | 24 Bi-weekly Departmental Management Meetings | 30 June 2013 | 1 | Minutes of Meetings | Target | Target | Target | Target | | |
| | | | | | | | 6 Meetings | 6 Meetings | 6 Meetings | 6 Meetings | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| | 8.2.2 | 4.1 | 4 Quarterly Extended Management Meetings including Organised Labour | 30 June 2012 | 1 | Minutes of Meetings | Target | Target | Target | Target | | |
| 1 Meeting | | | | | | | 1 Meeting | 1 Meeting | 1 Meeting | | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |
| Percentage of capital budget spent on capital projects/items budgeted for in the approved capital budget. | 8.3 | 5.1 | Ensure 95% spent on approved capital budget by 30 June 2013 and report Finance portfolio committee | 30 Jun 2013 | 2 | a) Capital Budget expenditure report | Target: | Target: | Target: | Target: | | |
| | | | | | | | 1 Quarterly report | 1 Quarterly report | 1 Quarterly report | 1 Quarterly report | | |
| | | | | | | | Achievements: | Achievements: | Achievements: | Achievements: | | |

| STRATEGIC OBJECTIVE | NO | IDP | PERFORMANCE TARGETS | DATE | WEIGHT | Audit Evidence Requirement | REPORT ACHIEVEMENTS (with reference to supportive documentation) | | | | DMM ComS SCORE | EVAL PANEL SCORE |
|---|-----|-------|--|-------------|--------|---|---|--|--|--|---------------------|---------------------|
| | | | | | | | Q1 | Q2 | Q3 | Q4 | Rating 1 2 3 4 5 | Rating 1 2 3 4 5 |
| Sufficient departmental response to internal and external audit and general enquiries and implement approved recommendations timeously. | 8.4 | 1.1.1 | Respond to all internal and external audit enquiries and other general enquiries and implement all approved recommendations within 30 days unless there is reason why implementation is not possible, in which case an agreed extended date to be agreed with and approved by the MM to ensure an unqualified audit report relating to the DMM ComS area of responsibility | 30 Jun 2013 | 2 | a) Evidence of receipt of query recorded in a register and the date of response acknowledged by auditors b) Measurement to be based on testing a random sample of 5 items, which would provide assurance that the recommendations have been consistently implemented from the action date indicated. | <u>Target:</u> 1 Quarterly report | <u>Target:</u> 1 Quarterly report | <u>Target:</u> 1 Quarterly report | <u>Target:</u> 1 Quarterly report | | |
| | | | | | | | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | <u>Achievements:</u> | | |
| | | | | | 8 | | | | | | | |
| TOTAL | | | | | 100 | | | | | | | |

5. CORE COMPETENCY REQUIREMENTS FOR THE DEPUTY MUNICIPAL MANAGER COMMUNITY 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; | 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"> ➤ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; ➤ 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 | 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 | | | | | | |
| | | | <ul style="list-style-type: none"> aligned to the organisational objectives; and Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts. | | | | |
| 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 | | 15 | |
| Total Core Managerial Competency | | | | | | 75 | |

| 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 ComS'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 | | 10 | |
| Total Core Occupational Competency | | | | | 25 | |
| Total Core Competency | | | | | 100 | |

6. CONSOLIDATED SCORE SHEET (Refer to Performance Assessment Rating Calculator)

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

7. LINK TO REWARD

The DMM ComS's 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.)