

DRAFT PERFORMANCE PLAN
DEPUTY MUNICIPAL MANAGER FINANCIAL SERVICES
 (CHIEF FINANCIAL OFFICER – CFO)
CITY OF UMHLATHUZE

This plan defines the Council's expectations of the Deputy Municipal Manager Financial Services (DMM FS) as Chief Financial Officer (CFO) in accordance with the Deputy Municipal Manager Financial 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 (MM) (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 01 July 2012 to 30 June 2013.

Signed and accepted by the **Deputy Municipal Manager**
Financial Services (DMM FS):

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 Financial Services (DMM FS) or Chief Financial Officer (CFO) 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 Financial 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 Financial 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 FS'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 FS's performance since they have worked closely with him on some or all aspects of his job.
3. The DMM FS 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 FS 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 FS 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 FS 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 FS'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 FS 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 FS at this level. The appraisal indicates that the DMM FS 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 FS 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 FS 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 FS 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 FS 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 FS 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 FS 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 FS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The MM and DMM FS 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 Financial 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
Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
				5.1.1	Budget and Financial Management		
						5.1.1.1	Budget and Financial Control
						5.1.1.2	Annual Financial Statements, Assets, Reporting and Loans
				5.1.2	Expenditure and Cash Management		
						5.1.2.1	Creditors Management
						5.1.2.2	Payroll and Policy Management
		5.2	Revenue				
				5.2.1	Revenue Control, Billing, Rates and Tariffs		
						5.2.1.1	Rates, Non-Metered Services, Cash Control
						5.2.1.2	Revenue Control, Tariff Design, Budget and Reporting

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
						5.2.1.3	Billing, Metered Services, System Tariff Administration and Reporting
				5.2.2	Revenue Enhancement		
						5.2.2.1	Metered Services
						5.2.2.2	Sundry Services
				5.2.3	Revenue Customer Relations, Credit Management and Indigent Support		
						5.2.3.1	Branch Management and Community Liaison
						5.2.3.2	Customer Relations and Indigent Support
		5.3	Supply Chain Management				
				5.3.1	Demand and Acquisitions		
				5.3.2	Stores Control		
				5.3.3	Logistics and Supply Chain Management Risk		

4. FUNCTIONAL KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM FS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
SOUND FINANCIAL VIABILITY AND MANAGEMENT												
KEY PERFORMANCE AREA: Expenditure – (Budgeting and Reporting)												
Effectively planning, executing and managing of the budgeting process in accordance with the Municipal Finance Management Act, 2003	1.1.1	5.1	Prepare and submit final 2013/2014 budget to Council for approval by 31 May 2013 in terms of Sec.87 (4) of the MFMA	31 May 2013	13	a) Copy of item to EXCO b) Copy of EXCO resolution noting or adopting budget time schedule	Target:	Target:	Target:	Target:		
							Key deadlines schedule to EXCO before 31 August 2012		Draft budget to Council for approval by 22 March 2013	Final budget to Council for approval by 31 May 2013		
	1.1.2	5.1	Prepare and submit the Mid-Year Financial Review or the 2012/2013 budget in terms of S.72 of the MFMA and the adjustments budget if required, by 25 January 2013	25 Jan 2013	5	a) Copy of 2012/2013 mid-year financial review or adjustments budget & item to Council in terms of the MFMA b) Copy of Council resolution approving the financial review and/or the adjustments budget	Achievements:	Achievements:	Achievements:	Achievements:		
									Mid-Year Financial Review			
Submission of monthly, quarterly and annual financial reports and statements that comply with applicable legislation (GRAP and MFMA)	1.2.1	5.1	Prepare and submit monthly financial reports to the Mayor within 10 working days after month end in terms of S.71 of the MFMA, thereafter via the Finance Portfolio Committee to EXCO within 30 days of each month end.	30 Jun 2013	5	a) Copies of monthly financial reports and item to Finance Portfolio committee and EXCO in terms of the MFMA b) Copy of the resolutions taken by EXCO in respect of the reports submitted.	Target:	Target:	Target:	Target:		
							Copy of the report to Council	Copy of the report to Council	Copy of the report to Council	Copy of the report to Council		
							Achievements:	Achievements:	Achievements:	Achievements:		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM FS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
	1.2.2	5.1	Submit completed 2011/2012 financial statements to Auditor General by 31 August 2012 in line with legislation and submit the Audit Report on 2011/2012 financial year to Council via the Audit Committee not later than 30 days after receipt from the Auditor General.	31 Jan 2013	7	a) Copy of item together with financial statements to Council/Audit committee b) Copy of C/Res i.r.o the financial statements c) Evidence of submission of AFS to the AG. i.e. either signed letter or acknowledgement via a delivery book by the AG d) Return receipt of e-mail addressed to the AG e) Copy of item together with financial audit report on 2011/2012 financial year to Council/Audit Committee f) Copy of Council Res.	<u>Target:</u> 2010/2012 Financial statements	<u>Target:</u> 2011/2012 Audit report submitted	<u>Target:</u>	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	1.2.3	5.1	Contribute to the financial component to the Annual Report by providing the Annual Financial Statement for submission to Council by 31 January 2013.	31 Jan 2013	3	a) Copy of the financial component included in the Annual report	<u>Target:</u> Submit AFS to the AG by 30 Aug 2012	<u>Target:</u> Submit financial component for annual report.	<u>Target:</u>	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Revision of Service Delivery and Budget Implementation Plan (SDBIP) as	1.3.1	5.1	Prepare and submit the draft SDBIP for 2013/2014 to the Mayor within 14 days after approval of	30 Jun 2013	5	a) Copy of item together with SDBIP to Council and resolution b) Copy of C/Res adopting the Budget	<u>Target:</u>	<u>Target:</u>	<u>Target:</u> Ensure draft SDBIP prepared together with the draft 2013/2014 budget and	<u>Target:</u> Ensure submission of final SDBIP 2013/2014 to Exco by 20 June		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM FS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
per Section 69(3)(a) of the MFMA for the 2012/2013 financial year.			budget by Council.			c) Copy of receipt of draft SDBIP by the Mayor.			submitted to Exco by 31 April 2012	2013 and submission to National Treasury and Provincial treasury as legislated		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
							<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	1.3.2	5.1	Submit quarterly progress report on SDBIP to the Finance Portfolio Committee/Exco within 30 days of the last day of each quarter.	Quarterly to 30 Jun 2013	5	a) Copy of item together with quarterly financial report to Finance Portfolio Committee and Exco b) Copy of Promis accounting system figures to support quarterly SDBIP figures	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					43							
KEY PERFORMANCE AREA: Revenue												
Developing and maintaining of revenue enhancement policies in terms of the MFMA	2.1	5.2.2	Review revenue enhancement policies annually, i.e. Tariff Policy and Rates Policy and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 June 2013.	30 Jun 2013	4	a) Copy of the revised tariff and rates policies b) Copy of items with revised policies to the Finance Portfolio committee, EXCO and Council c) Copy of resolutions	<u>Target:</u>	<u>Target:</u> Number of policies reviewed	<u>Target:</u> Number of policies reviewed	<u>Target:</u> Number of policies reviewed		
							<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 FS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
Developing of a Revenue Enhancement Strategy	2.2	5.2.2 (TAS 1)	Develop a revenue enhancement strategy and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 Dec 2012.	30 Dec 2012	4	a) Copy of item with strategy to the Finance Portfolio committee, EXCO and Council b) Copy of resolutions	<u>Target:</u>	<u>Target:</u> Report approved by Council	<u>Target:</u>	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Improvement on revenue collection	2.3.1	5.2.2	Submit monthly outstanding debtors' through S71 reports to the Finance Portfolio Committee not more than 14 days after the end of each month.	30 Jun 2013	3	a) Copy of debtors' age analysis reflecting outstanding debtors by category and by area. b) Item with supporting docs to the Finance Portfolio committee c) Copy of resolution	<u>Target:</u> 3 monthly outstanding debtors' report	<u>Target:</u> 3 monthly outstanding debtors' report	<u>Target:</u> 3 monthly outstanding debtors' report	<u>Target:</u> 3 monthly outstanding debtors' report		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	2.3.2	5.2.2	Maintain the turnover rate of all outstanding monthly recurring rates and service charges between 14% to 20% and report monthly progress to the Finance Portfolio Committee.	30 Jun 2013	4	a) Copy of cash collection report reflecting cash collected for each month against the total revenue raised for each month on an incremental basis b) Item with supporting docs to the Finance Portfolio committee c) Copy of resolution	<u>Target:</u> 3 monthly progress reports to the Finance Portfolio Committee	<u>Target:</u> 3 monthly progress reports to the Finance Portfolio Committee	<u>Target:</u> 3 monthly progress reports to the Finance Portfolio Committee	<u>Target:</u> 3 monthly progress reports to the Finance Portfolio Committee		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					15							

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM FS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
KEY PERFORMANCE AREA: Supply Chain Management												
Supply Chain Management control in terms of regulations, policy and procedures	3.1.1	5.3	Submit annual review report on the Supply Chain Management policy by 30 August 2012 and submit via the Finance Portfolio Committee to EXCO and Council for approval.	30 Aug 2012	3	a) Copy of the annual review report on SCM together with supporting documentation to verify accuracy of figures b) Copy of item to the Finance Portfolio committee, EXCO and Council with recommendations c) Copy of resolution	Target:	Target:	Target:	Target:		
							Achievements:	Achievements:	Achievements:	Achievements:		
	3.1.2	5.3	Submit quarterly SCM reports to the Finance Portfolio Committee within 30 days of end of each quarter.	30 Jun 2013	2	a) Copy of the quarterly SCM report b) Copy of item to Finance Portfolio Com with recommendations c) Copy of Council resolution	Target:	Target:	Target:	Target:		
							Achievements:	Achievements:	Achievements:	Achievements:		
Controlling and monitoring of stores centres by performing quarterly stock counts Controlling and monitoring of stores centres by performing quarterly stock counts	3.2.1	5.3	Perform annual stock count for 2011/2012 financial year by 30 August 2012, and submit report to Finance Portfolio Committee	30 Aug 2012	2	a) Copy of annual stock count report of 2011/2012 b) Copy of items to Finance Portfolio committee c) Copy of Council resolutions	Target:	Target:	Target:	Target:		
							Achievements:	Achievements:	Achievements:	Achievements:		
	3.2.2	5.3	Perform quarterly stock counts for the 2012/2013 financial year and submit quarterly report to Finance Portfolio Committee	Quarterly to 30 Jun 2013	2	a) Copy of quarterly stock counts 2012/2013 b) Copy of items to Finance Portfolio committee c) Copy of Council resolutions	Target:	Target:	Target:	Target:		
							Achievements:	Achievements:	Achievements:	Achievements:		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM FS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							Achievements:	Achievements:	Achievements:	Achievements:		
Monitoring of timely payment of creditors and salaries	3.3	5.3	Monitor the payment of creditors and salaries by submitting monthly cash flow statement via the Finance Portfolio Committee to EXCO, together with creditors' age analysis.	30 Jun 2013	3	a) Copy of monthly cash flow statement b) Copy of creditors age analysis c) Item to Finance Portfolio committee d) Copy of Item to EXCO e) Copy of EXCO resolution	Target: 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	Target: 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	Target: 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	Target: 3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end		
							Achievements:	Achievements:	Achievements:	Achievements:		
	3.4	5.1.2	Ensure cash coverage of one times normal creditors by the end of June 2013.	30 Jun 2013	2	a) Copy of item to the Finance Portfolio committee, EXCO and Council b) Copy of resolutions	Target: Quarterly report	Target: Quarterly report	Target: Quarterly report	Target: Quarterly report		
							Achievements:	Achievements:	Achievements:	Achievements:		
					14							

KEY PERFORMANCE AREA: Financial Management

Developing and maintaining of expenditure management policies in terms of the MFMA	4.1	5.1.1	Review expenditure management policies, i.e. the Investment and Cash Management Policy, Credit and Debt Control Policy and the Indigent Policy and submit via the Finance Portfolio Committee to EXCO and Council for approval by 30 June 2013.	30 Jun 2013	3	a) Copy of the revised Investment and Cash policy b) Copy of item with revised policy c) Copy of Council resolution	Target:	Target:	Target:	Target:	Number of policies reviewed	
							Achievements:	Achievements:	Achievements:	Achievements:		

STRATEGIC OBJECTIVE	No	IDP	PERFORMANCE TARGETS	Date	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM FS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
Administration and maintenance of an Asset Management System and Asset register	4.2.1	5.1.1	Submit annual review report on the Fixed Asset Management policy to the Finance Portfolio Committee by 30 June 2013.	30 Jun 2013	3	a) Copy of the FA Management policy b) Copy of item to Finance Portfolio Committee with recommendations c) Copy of item to Finance Portfolio Committee	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u> Annual review report to Finance Portfolio Committee		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	4.2.2	5.1.1.2	Maintain Asset Register in line with the prevailing accounting standards and include the figures in the Annual Financial Statements. (2011/2012 financial year) and submit to Council and the Auditor General.	30 Jun 2013	4	a) Copy of asset register b) Copy of AFS c) Copy of item to Council d) Copy of resolution e) Copy of submission to the Auditor General f) Reconciliation of GL to FAR as at 30 June 2012	<u>Target:</u> Asset register figures to AG	<u>Target:</u> Quarterly report	<u>Target:</u> Asset register figures in AFS to Council	<u>Target:</u> Quarterly report		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Reporting on grants as gazetted	4.3	5.1.2	Submit monthly Grant reports on all DORA reportable grants received to the CM within 10 days after receipt of payment from National Treasury	30 Jun 2013	3	a) Copy of monthly grant reports on all DORA reportable grants	<u>Target:</u> 3 monthly Grant reports	<u>Target:</u> 3 monthly Grant reports	<u>Target:</u> 3 monthly Grant reports	<u>Target:</u> 3 monthly Grant reports		
							<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 FS SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
KEY PERFORMANCE AREA: Departmental Management												
Sufficient departmental response to internal and external audit and general enquiries and implement-approved recommendations timeously.	5.1	5 (TAS 10)	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 FS area of responsibility.	30 Jun 2013	3	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> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Management of staff and communicate what is expected from them to ensure efficiency of staff.	5.2	5	Hold at least ten monthly meetings with departmental management informing them of Council resolutions impacting on the Department and keep record of minutes of meetings to communicate with staff and present evidence to Performance evaluation panel	Monthly to 30 Jun 2013	4	a) Copies of agendas b) Copies of attendance registers c) Copies of minutes for each meeting. d) Content of discussions and minutes to be aligned to improving efficiency and effective utilisation of staff	<u>Target:</u> 2 copies of minutes and Agenda.	<u>Target:</u> 3 copies of minutes and Agenda.	<u>Target:</u> 2 copies of minutes and Agenda.	<u>Target:</u> 3 copies of minutes and Agenda.		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					7							
TOTAL					100							

5. CORE COMPETENCY REQUIREMENTS FOR THE DEPUTY MUNICIPAL MANAGER FINANCIAL 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		20	
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		10	

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		10	
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		6	

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	Service Delivery Innovation	Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.	<ul style="list-style-type: none"> Consults clients and stakeholders on ways to improve the delivery of services; Communicates the benefits of service delivery improvement opportunities to stakeholders; Identifies internal process improvement opportunities to SDI; Demonstrates full knowledge of principles on service delivery innovations; Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and Implements innovative service delivery options in own department/organisation. 	Choice		9	
6	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 were 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						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 FS 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 Performance Assessment Rating Calculator)

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

7. LINK TO REWARD

The DMM FS' 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.)