

**PERFORMANCE PLAN**  
**DEPUTY MUNICIPAL MANAGER INFRASTRUCTURE AND TECHNICAL SERVICES**  
**CITY OF UMHLATHUZE**

This plan defines the Council's expectations of the Senior Manager Infrastructure and Technical Services in accordance with the Deputy Municipal Manager Infrastructure and Technical Services' performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act which provides that performance objectives and targets must be based on the key performance indicators as set out the Municipality's Integrated Development Plan; Section 53 of the Municipal Finance Management Act, and particular, but not limited to Chapter three (3) of the Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 (Regulation No. R805, dated 1 August 2006) which provides that a Managers' agreement must be linked to the measurable performance objectives approved in the Budget, the IDP and its Service Delivery and Budget Implementation Plan and determined in agreement with the 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 1 July 2012 to 30 June 2013.

Signed and accepted by the **Deputy Municipal Manager :  
Infrastructure and Technical Services** (DMM ISTS): .....

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 Infrastructure and Technical Services (DMM ISTS) 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 Infrastructure and Technical 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 Infrastructure and Technical 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 ISTS’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 ISTS’s performance since they have worked closely with him on some or all aspects of his job.
3. DMM ISTS 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. DMM ISTS to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. DMM ISTS 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 DMM ISTS 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 DMM ISTS’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 ISTS will be based on the following rating scale for KPA's:

Terminology	Description	Rating Level
Outstanding Performance	Performance far exceeding the standard expected of the DMM ISTS at this level. The appraisal indicates that the DMM ISTS 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 ISTS 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 ISTS 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 ISTS 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 ISTS 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 ISTS 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 ISTS 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 DMM ISTS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The MM and DMM ISTS 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 Infrastructure and Technical 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
<b>Good Governance &amp; Public Participation</b>	<b>Good Governance</b>	1.1	Office of the Municipal Manager				
				1.1.1	Risk Management (Internal Audit)		
				1.1.3	Performance Management		
						1.1.3.1	Organisational Performance
						1.1.3.2	Individual Performance
<b>Basic Service Delivery &amp; Infrastructure Development (continue)</b>	<b>Sustainable Infrastructure and Service Provision (continue)</b>	2.1	Water and Sanitation				
				2.1.1	Plant Production and Operations		
						2.1.1.1	Plant Availability (Water and Wastewater Treatment Plants)
						2.1.1.2	Plant Availability (Pumpstations)
						2.1.1.3	Wastewater Final Effluent Quality Compliance (General Authorization
						2.1.1.4	Water Treatment Final Portable Water Compliance (SANS241-2011)
				2.1.2	Infrastructure Maintenance		
						2.1.2.1	Water and Wastewater Network Reliability Program
						2.1.2.2	Planned Maintenance Program for all Pumpstations
						2.1.2.3	Planned Maintenance Program for all Network Pipelines
						2.1.2.4	Planned Maintenance Program for all Water Meters
				2.1.3	Scientific Services		
						2.1.3.1	Blue and Green Incentive Based Program
						2.1.3.2	Surface Water Monitoring Program (DWA Guidelines 1996)
						2.1.3.3	Wastewater Quality Monitoring Program (General Authorization 18 March 2004 / General Standard 9225 18 may 1984)
						2.1.3.4	Water Services Bylaw Compliance Program

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Basic Service Delivery & Infrastructure Development (continue)	Sustainable Infrastructure and Service Provision (continue)					<b>2.1.3.5</b>	Online Water Quality Monitoring Program
				<b>2.1.4</b>	Water Demand Management and		
						<b>2.1.4.1</b>	Water Loss Management Program
						<b>2.1.4.2</b>	Water and Wastewater Demand Management Program
						<b>2.1.4.3</b>	Water Services Development Plan Annual review
						<b>2.1.4.4</b>	Water Services Bylaws Annual review
						<b>2.1.4.5</b>	Water Safety and Risk Abatement Annual Review
						<b>2.1.4.6</b>	Bulk Water and Wastewater Master Plan Development and Review
						<b>2.1.4.7</b>	Wastewater Effluent Re-Use Program
		<b>2.2</b>	Electricity Supply Services				
				<b>2.2.1</b>	Streetlights, Operations and LV Networks		
						<b>2.2.1.1</b>	Electrical Planned Maintenance
						<b>2.2.1.2</b>	Reticulation, Operations and Maintenance
				<b>2.2.2</b>	Substations, HV and MV Networks		
						<b>2.2.2.1</b>	Electrical Protection
						<b>2.2.2.2</b>	Electrical Cable Faults
						<b>2.2.2.3</b>	Electrical Network Switching
						<b>2.2.2.4</b>	Electrical Light Current
				<b>2.2.3</b>	Electricity Retail, Marketing and Customer		
						<b>2.2.3.1</b>	Electricity Retail and Auditing
						<b>2.2.3.2</b>	Electricity Marketing and Customer Services
				<b>2.2.4</b>	Electrical Planning and Strategy Services		
						<b>2.2.4.1</b>	Electrical Planning
						<b>2.2.4.2</b>	System Reinforcement
						<b>2.2.4.3</b>	Electricity Contracts
		<b>2.3</b>	Transport, Roads and Stormwater				
				<b>2.3.1</b>	Rural Roads Operations		
						<b>2.3.1.1</b>	Planned Rural Road Maintenance Program for Kwa Madlebe
						<b>2.3.1.2</b>	Planned Rural Road Maintenance Program for Kwa Dube
						<b>2.3.1.3</b>	Planned Rural Road Maintenance Program for Kwa Mkhwanazi
						<b>2.3.1.4</b>	Planned Rural Road Maintenance Program for Kwa Khoza
						<b>2.3.1.5</b>	Planned Maintenance Program for all Pedestrian Bridges
						<b>2.3.1.6</b>	Construction of New Culverts and Bridges
						<b>2.3.1.7</b>	Management and Monitoring Program for all Rural Road Mining Operations
				<b>2.3.2</b>	Urban Roads and Railway Services		
						<b>2.3.2.1</b>	Planned Urban Road Maintenance Program (North)
						<b>2.3.2.2</b>	Planned Urban Road Maintenance Program (South)
						<b>2.3.2.3</b>	Planned Urban Road Maintenance Program (West)
						<b>2.3.2.4</b>	Planned Rail Maintenance Program for all Urban Areas

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Basic Service Delivery & Infrastructure Development (continue)	Sustainable Infrastructure and Service Provision (continue)					2.3.2.5	Planned Urban Road Maintenance Resealing Program for all Urban Areas
						2.3.2.6	Planned Urban Road Marking & Signage Program(All Areas)
				2.3.3	Transport Infrastructure Planning and		
						2.3.3.1	Transport Infrastructure Plan Development and/or Annual Review
						2.3.3.2	Traffic Management Studies Program (All Areas)
						2.3.3.3	Transport Master Plan (Urban, Rural and Rail)
				2.3.4	Storm Water Systems , Catchment and		
						2.3.4.1	Stormwater Management Bylaw Annual Review
						2.3.4.2	Stormwater Drains Planned Maintenance Program
						2.3.4.3	Catchment Management Program
						2.3.4.4	Coastal Management Program
				2.3.5	Public Transport Operations		
						2.3.5.1	Road Side Furniture Development Program
						2.3.5.2	Public Transport Integration Program
						2.3.5.3	Public Transport Master Plan Program
		2.5	Engineering Support Services				
				2.5.1	Engineering Projects Management and		
						2.5.1.1	Electrical Projects Implementation Program
						2.5.1.2	Civil Engineering Projects Implementation Program
						2.5.1.3	Mechanical Projects Implementation Program
						2.5.1.4	Capital Project Funding Program
				2.5.2	Fleet Management Services		
						2.5.2.1	Fleet Planned Maintenance Program
						2.5.2.2	Equipment and Small Plant Planned Maintenance Program
						2.5.2.3	Vehicle Utilization and Optimization Program
						2.5.2.4	Vehicle Replacement Program
				2.5.3	Process Control Systems		
						2.5.3.1	Planned Maintenance Program (Telemetry and Scada Systems)
						2.5.3.2	Planned Maintenance Program (Instrumentation)
						2.5.3.3	Planned Maintenance Program (Radio Engineering)
						2.5.3.4	Master Plan Development and/or Review (Process Control Systems)
				2.5.4	Municipal Infrastructure Asset		
						2.5.4.1	GIS Management Program
						2.5.4.2	Integrated Infrastructure Plan Program (Development & Review)
						2.5.4.3	Maintenance Plans Program Management
						2.5.4.4	Technical Operations Center Management Program
						2.5.4.5	Engineering Document Management Program
				2.5.5	Municipal Buildings and Structures		
						2.5.5.1	Planned Building Maintenance Program (Civils)

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Basic Service Delivery & Infrastructure Development (continue)	Sustainable Infrastructure and Service Provision (continue)					2.5.5.2	Planned Building Maintenance Program (Electrical)
						2.5.5.3	Planned Building Maintenance Program (Mechanical)
						2.5.5.4	Planned Structures Maintenance
						2.5.5.5	Building Construction and New Works Program
Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
		5.2	Revenue				
		5.3	Supply Chain Management				

#### 4. KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5	
							Q1	Q2	Q3	Q4			
ELECTRICITY SERVICES													
Key performance area: Electricity Planning And Strategy													
Strategic planning of electricity stock availability	1.1	2.2.4.1	Ensure the provision of a list of strategic and critical electrical stock items required to ensure that a streamlined SCM process is achieved to prevent delays with procurement and report quarterly progress to Council	2	Quarterly to 30June 2013	a) List of strategic and critical electrical stock items identified for year approved by the DMM ISTS b) Communication of requirements with lead times addressed to the Supply Chain Unit with dates of acknowledgement thereof by SCM unit c) Copies of reports with supporting documentation to Council	Target: Submit Tenders to Bid Evaluation and Adjudication Committee.  Awarding Tenders by 31 August 2012  Achievements:						
To maintain substations safety and ensure reliability and continuity supply	1.2	2.2.4.2	Ensure replacement of obsolete switchgears for the two substations Sirius substation and Hydra substation by 30 June 2013	2	Quarterly to 30June 2013	a) Copy of a project plan dealing with milestones to obsolete switchgears approved by Council b) Copies of quarterly progress reports with supporting documentation to Council	Target:  Finalise specification and call for Tender for Sirius substation  Achievements:	Target:  Awarding of Tender for Sirius substation  Achievements:	Target:  Commence replacement of switchgear for Hydra substation  Achievements:	Target:  Completion of switchgear replacement for Hydra substation  Achievements:			
ELECTRICITY CUSTOMER SERVICE													
Key performance area: Provision of satisfactory customer service													
To process customer application within customer service standards	1.3.1	2.2.3.2	Ensure 100% processing of all customer applications within 24 hrs by 30 June 2013	2	Quarterly to 30June 2013	a) A register of a number of applications received b) Copies of quarterly report to Council	Target:  100% processing of applications  Achievements:	Target:  100% processing of applications  Achievements:	Target:  100% processing of applications  Achievements:	Target:  100% processing of applications  Achievements:			
	1.3.2	2.2.3.2	Ensure provision of supply within 30 working days where existing infrastructure can be used	2	Quarterly to 30June 2013	a) A register of a number of applications received b) Copies of quarterly report to Council	Target:  100% within 30 working days  Achievements:	Target:  100% within 30 working days  Achievements:	Target:  100% within 30 working days  Achievements:	Target:  100% within 30 working days  Achievements:			



STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
	1.3.3	2.2.3.2	Ensure provision of supply within 2 months where LV network extensions are required	1	Quarterly to 30June 2013	a) A register of a number of applications received b) Copies of quarterly report to Council	Target: 2 months Achievements:	Target: 2 months Achievements:	Target: 2 months Achievements:	Target: 2 months Achievements:		
	1.3.4	2.2.3.2	Ensure provision of supply within 3 months where MV network extensions are required(extension may be required to make provision for deliveries)	1	Quarterly to 30June 2013	a) A register of a number of applications received b) A register of a number of applications received c) Copies of quarterly report to Council	Target: 3 months Achievements:	Target: 3 months Achievements:	Target: 3 months Achievements:	Target: 3 months Achievements:		
	1.4	2.2.3	To ensure that non-technical electricity losses are kept within 6% as per NRS 055	2	Quarterly to 30June 2013	a) Copies of quarterly report to Council	Target: 6% per quarter Achievements:	Target: 6% per quarter Achievements:	Target: 6% per quarter Achievements:	Target: 6% per quarter Achievements:		
<b>HV &amp; MV OPERATIONS</b> <b>Key performance are: Quality of Supply</b>												
Quality of Electricity Supply	1.5	2.2	Ensure unplanned outages comply with national standard NRS 048 (quality of supply) and report quarterly statistics to the Council	2	Quarterly to 30June 2013	a) Definition of unplanned outages b) Copy of national standard NRS 048 c) Copy of Method of compliance d) Copies of quarterly progress reports with supporting documentation to Council	Target: Report on the number of forced unplanned interruptions vs NRS 048 standards Achievements:	Target: Report on the number of forced unplanned interruptions vs NRS 048 standards Achievements:	Target: Report on the number of forced unplanned interruptions vs NRS 048 standards Achievements:	Target: Report on the number of forced unplanned interruptions vs NRS 048 standards Achievements:		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
To maintain compatibility level	1.6	2.2.2.4	Ensure the compatibility level for unbalanced Voltages on LV, MV and HV three-phase networks is <2 %	3	Quarterly to 30 Jun 2013	<2% (UB=Vn upon Vp)*100 Where Vn is a negative sequence voltage in Volts Vp is a positive sequence voltage in Volts	<u>Target:</u>  Report deviations on <2% (UB=Vn upon Vp)*100 Where Vn is a negative sequence voltage in Volts Vp is a positive sequence voltage in Volts  <u>Achievements:</u>	<u>Target:</u>  Report deviations on <2% (UB=Vn upon Vp)*100 Where Vn is a negative sequence voltage in Volts Vp is a positive sequence voltage in Volts  <u>Achievements:</u>	<u>Target:</u>  Report deviations on <2% (UB=Vn upon Vp)*100 Where Vn is a negative sequence voltage in Volts Vp is a positive sequence voltage in Volts  <u>Achievements:</u>	<u>Target:</u>  Report deviations on <2% (UB=Vn upon Vp)*100 Where Vn is a negative sequence voltage in Volts Vp is a positive sequence voltage in Volts  <u>Achievements:</u>		
Quality of Electricity Service	1.7	2.2	Ensure planned maintenance outages to comply with national standard NRS 047 (quality of service) and report quarterly statistics to the Council	2	Quarterly to 30 Jun 2013	a) Definition of planned maintenance b) Copy of national standard NRS 047 c) Copy of Method of compliance d) Copies of quarterly progress reports with supporting documentation to Council	<u>Target:</u>  Report on the number of forced planned interruptions vs NRS 047 standards  <u>Achievements:</u>	<u>Target:</u>  Report on the number of forced planned interruptions vs NRS 047 standards  <u>Achievements:</u>	<u>Target:</u>  Report on the number of forced planned interruptions vs NRS 047 standards  <u>Achievements:</u>	<u>Target:</u>  Report on the number of forced planned interruptions vs NRS 047 standards  <u>Achievements:</u>		
STREETLIGHT OPERATIONS												
Management of Street Lighting	1.8.1	2.2.1.2	Ensure that 80% of general street lighting faults are restored within 48 hours (excludes lighting installations that have cable faults or stolen equipment). Report quarterly statistics to Council	2	Quarterly to 30 Jun 2013	a) List of all street lighting faults on an accumulative basis b) Copy of complaints received with dates and completion dates supported by w/orders on GMS c) Copies of quarterly progress reports with supporting documentation to Council	<u>Target:</u>  80%  <u>Achievements:</u>	<u>Target:</u>  80%  <u>Achievements:</u>	<u>Target:</u>  80%  <u>Achievements:</u>	<u>Target:</u>  80%  <u>Achievements:</u>		
	1.8.2	2.2.1.2	Ensure that 80% of identified cable faults	2	Quarterly to 30 Jun 2013	a) List of all street lighting failures on an accumulative basis	<u>Target:</u>  80%	<u>Target:</u>  80%	<u>Target:</u>  80%	<u>Target:</u>  80%		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
			failures on street light are restored within 5 working days and report quarterly statistics to Council			b) Copy of complaints received or identified street lights with dates and completion dates supported by w/orders on GMS c) Copies of quarterly progress reports with supporting documentation to Council	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	1.8.3	2.2.1.2	Ensure that non - functioning street lighting due to equipment theft is restored within 5 weeks and report quarterly statistics to Council	2	Quarterly to 30 Jun 2013	a) List of all inoperative street lighting with dates identified, as a result of equipment theft on an accumulative basis with copies of report to SAPS or insurance b) Copy of works orders with completion dates supported by w/orders on GMS c) Copies of quarterly progress reports with supporting documentation to Council	<u>Target:</u> 5 weeks	<u>Target:</u> 5 weeks	<u>Target:</u> 5 weeks	<u>Target:</u> 5 weeks		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
				25								

### WATER AND SANITATION

#### Key Performance area: Water strategic planning

To ensure balance of water supply and demand through integrated planning	2.1.1	2.1	To ensure review and development of Water Service Development Plan and Bulk Water Master Plan by 31 Mar 2013	2	Quarterly to 31 Mar 2013	a) Copies of quarterly report to Council	<u>Target:</u> Terms of reference Tender advertised	<u>Target:</u> 50% WSDP completed Master plan	<u>Target:</u> 100 % WSDP completed Master plan completed	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	2.1.2	2.1	To ensure review and development of water bylaws or policies by 30 June 2013	2	31 Mar 2013	a) Copies of quarterly report to Council	<u>Target:</u>	<u>Target:</u> 100 % all bylaws and policies review	<u>Target:</u> 100 % development of new bylaws/policies	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Water loss reduction	2.2	2.1	To ensure development of water loss action plan by 30 August 2012 and report progress on quarterly basis	2	30 Aug 2012	a) Copies of quarterly report to Council	Target:  Completion of action plan by 30 August 2012  Achievements:	Target:  % reduction of water loss  Achievements:	Target:  % reduction of water loss  Achievements:	Target:  % reduction of water loss  Achievements:		
To broaden access to water services (eradication of backlog)	2.3	2.1	High level of water services by installing 1000 new meter connection	3	Quarterly to 30 Jun 2013	a) Copies of quarterly report to Council	Target:  Planning phase and prioritising using IDP  Achievements:	Target:  500  Achievements:	Target:  250  Achievements:	Target:  250  Achievements:		
To broaden access to sanitation (eradication of backlog)	2.4	2.1	Eradication of sanitation backlogs by 4000 (3000 2011/2012 backlog) by June 2013	3	Quarterly to 30 Jun 2013	a) Copies of quarterly report to Council	Target:  2000 VIP's (2011/2012 backlog) Advertise Tender  Achievements:	Target:  1000 VIP's (2011/2012 backlog) Appointment of contractor  Achievements:	Target:  500 VIP's  Achievements:	Target:  500 VIP's  Achievements:		

**Key Performance area: Water Quality Management**

Ensure compliance to drinking water quality and waste water management	2.4.1	2.1.3	To ensure that the quality of drinking water comply with the South African national standards at latest SANS 241	2	Quarterly to 30 Jun 2013	a) Copies of quarterly report to Council	Target:  100% Compliance  Achievements:	Target:  100% Compliance  Achievements:	Target:  100% Compliance  Achievements:	Target:  100% Compliance  Achievements:		
	2.4.2	2.1.3	Wastewater Quality compliance of >90% or <50% of cumulative risk ratings based on DWA standard	2	Quarterly to 30 Jun 2013	a) Copies of quarterly report to Council	Target:  >90% compliance/ <50% compliance ratings vs DWA standard  Achievements:	Target:  >90% compliance/ <50% compliance ratings vs DWA standard  Achievements:	Target:  >90% compliance/ <50% compliance ratings vs DWA standard  Achievements:	Target:  >90% compliance/ <50% compliance ratings vs DWA standard  Achievements:		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5	
							Q1	Q2	Q3	Q4			
Key Performance area: Infrastructure Maintenance Planning													
To maintain a high level of service delivery in terms of water and sanitation infrastructure maintenance	2.5.1	2.1.2	Ensure that the maintenance master plan for water and sewer reticulation and pump stations is developed by 30 June 2013	2	Quarterly to 30 Jun 2013	a) Copies of quarterly report to Council	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>			
							Progress report	Progress report	Final report	Approval of plan			
								<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	2.5.2	2.1.2	Ensure the development of standard of operating procedure by 30 June 2013	2	Quarterly to 30 Jun 2013	a) Copies of quarterly report to Council	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>			
							Progress report	Progress report	Final report	Approval of plan			
								<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
											7		
Infrastructure Asset management	2.6	2.1	Ensure development of water and sanitation Infrastructure Asset Management Plan by 30 June 2013	2	Quarterly to 30 Jun 2013	a) Copies of quarterly report to Council	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>			
							Progress report	Progress report	Final report	Approval of plan			
								<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Key Performance area: Operations													
Contract monitoring for Water and Wastewater operations	2.7	2.1.1	Ensure that the contract monitoring plan is in place and monitoring and technical meetings are conducted at least once a quarter	3	30 Jun 2013	a) Copies of quarterly report to Council	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>			
							1 monitoring meeting 1 technical meeting	1 monitoring meeting 1 technical meeting	1 monitoring meeting 1 technical meeting	1 monitoring meeting 1 technical meeting			
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>			
				25									

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
TRANSPORT ROADS AND STORMWATER												
To expand the sustainable road infrastructure network that contributes to the improved accessibility and enhanced quality of life in the community.	3.1.1	2.3.2	Ensure that 600Km's of existing roads on routine maintenance by 30 June 2013.	4	30 Jun 2013	a) Copies of quarterly report to Council	Target: 150 km's	Target: 150 km's	Target: 150 Km's	Target: 150 km's		
							Achievements:	Achievements:	Achievements:	Achievements:		
	3.1.2	2.3.2	Ensure that 10 Km's of roads is rehabilitated by 30 April 2013	4	30 Jun 2013	a) Copies of quarterly report to Council	Target: Advertise Tender and appoint contractor by 30 Sep 2013	Target: 6Km's rehabilitated	Target: 4Km's rehabilitated	Target:		
							Achievements:	Achievements:	Achievements:	Achievements:		
	3.1.3	2.3.1	Ensure that 560Km's of roads is re-gravelled by 30 June 2013	4	30 Jun 2013	a) Copies of quarterly report to Council	Target: 140 Km's re-gravelled	Target: 140 Km's re-gravelled	Target: 140 Km's re-gravelled	Target: 140 Km's re-gravelled		
							Achievements:	Achievements:	Achievements:	Achievements:		
	3.1.4	2.3.1	Ensure that 12km's of rural roads is developed by 30 June 2013	4	30 Jun 2013	a) Copies of quarterly report to Council	Target: 3Km's developed	Target: 3Km's developed	Target: 3Km's developed	Target: 3Km's developed		
							Achievements:	Achievements:	Achievements:	Achievements:		
To maintain stormwater Drain Pipes	3.2	2.3.2	100% of planned maintenance on Stormwater Drain Pipes executed by the 30 June 2013	3	30 Jun 2013	a) Copies of quarterly report to Council	Target: 100%	Target: 100%	Target: 100%	Target: 100%		
							Achievements:	Achievements:	Achievements:	Achievements:		
To ensure and enhance safety compliance in order to improve safety on	3.3.1	2.3.2	Undertake 12 Safety Inspections on all 17Km's of Municipal owned rail sidings by 30 June 2013	3	30 Jun 2013	a) Copies of quarterly report to Council	Target: 3 Inspections	Target: 3 Inspections	Target: 3 Inspections	Target: 3 Inspections		
							Achievements:	Achievements:	Achievements:	Achievements:		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Municipal owned rail sidings	3.3.2	2.3.2	100% maintenance of findings resulting from monthly inspections by the 30 June 2013.	3	30 Jun 2013	a) Copies of quarterly report to Council	Target:	Target:	Target:	Target:		
							100%	100%	100%	100%		
				25			Achievements:	Achievements:	Achievements:	Achievements:		
ENGINEERING SUPPORT SERVICES												
Development and Maintenance of departmental and organisational GIS datasets (On going)	4.1.1	2.5	Ensure Development of and implement CEE GIS system by 30 June 2013.	1	30 June 2013	a) Business plan b) Letter of appointment c) Report to Council	Target:	Target:	Target:	Target:		
							Finalise Business plan and appointment of service provider for CEE GIS	Development of system	100% Implementation and maintenance of systems	On-going maintenance of system		
							Achievements:	Achievements:	Achievements:	Achievements:		
	4.1.2	2.5.3.1	Develop and Implement GIS datasets inclusive of organisational datasets by 31 Aug 2012.	1	31 Aug 2012	a) Project plan to implement org. GIS b) Proof of datasets completed c) Copies of quarterly report to Council	Target:					
							Project plan finalised by 31 Aug. 2012					
							Achievements:	Achievements:	Achievements:	Achievements:		
	4.1.3	2.5.3.1	Ensure Development of departmental datasets i.e. Civil and Electrical from As Builts received from PMU pertaining to Civil and Electrical	1	30 June 2013	a) Records of As Builts received from PMU b) Data based register c) List of datasets to be achieved for depart and organ. GIS d) Copies of quarterly report to Council with supporting documents capable of evidencing achievement of target	Target:	Target:	Target:	Target:		
							100% of approved As Builts received from PMS	100% of approved As Builts received from PMS	100% of approved As Builts received from PMS	100% of approved As Builts received from PMS		
							Achievements:	Achievements:	Achievements:	Achievements:		
Development & Implementation of Technical. Operation Centre(TOC)	4.2	2.5.3.3	To develop a business plan to guide implementation of I&TS (TOC) by 30 June 2013	2	30 June 2013	a) Documentation around business Plan	Target:	Target:	Target:	Target:		
							Finalisation of Business plan and appointment of service provider	30% implementation of business plan as per project programme	60% implementation of business plan as per project programme	100% implementation of business plan as per project programme		
							Achievements:	Achievements:	Achievements:	Achievements:		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Development Asset Management System	4.3	2.5.4	Ensure the appointment of the Service. Provider to develop asset man. System and 15% part implementation by the 30 June 2013	1	30 June 2013	a) Letter of appointment	Target:  Advertisement and closing of Tender	Target:  Appointment. of service. provider	Target:  8% of implementation as per project programe	Target:  15% of implementation as per project programe		
							Achievements:	Achievements:	Achievements:	Achievements:		
Development and maintenance of the organisation's GIS (on going)	4.5	2.5.3.1	Submit Quarterly reports to Council on the status of the organization's GIS.	1	Quarterly to 30 Jun 2013	a) Project plan to implement GIS b) Copies of quarterly report to Council with supporting documentation and resolution	Target:  Quarterly report	Target:  Quarterly report	Target:  Report % progress	Target:  Report % progress		
							Achievements:	Achievements:	Achievements:	Achievements:		
PROJECT MANAGEMENT SERVICES												
Expenditure spending on Grant funding	5.1.1	2.5.1	100% spent on Grant funding (MIG) by the 30 June 2013	2	30 Jun 2013	a) Correspondence to and from the department dealing with MIG projects b) Schedule of MIG projects with evidence supporting targets of registration and expenditure as listed c) Copies of Quarterly Report	Target:  5%	Target:  30%	Target:  60%	Target:  100%		
							Achievements:	Achievements:	Achievements:	Achievements:		
	5.1.2	2.5.1	100% spent on internal Capital projects by 30 June 2013	1	30 Jun 2013	a) Individual files for Capital projects with supporting documentation to be available for all projects; b) Copies of quarterly report	Target:  3%	Target:  15%	Target:  45%	Target:  100%		
							Achievements:	Achievements:	Achievements:	Achievements:		
To ensure completion of As Builts per project(completed projects)	5.2	2.5.1	Ensure receipt of and approval of As Builts within three months of consultancy completion of projects	1	30 Jun 2013	a) Copies of quarterly reports to Council together with supporting budget vs. actual documents (General ledger printouts from Promis)	Target:  100%	Target:  100%	Target:  100%	Target:  100%		
							Achievements:	Achievements:	Achievements:	Achievements:		



STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
To create jobs through the implementation of EPWP principles	5.3	2.5.1	520 jobs created through the implementation of EPWP principles by the 30 June 2013	2	30 Jun 2013	a.) Copy of project plan with milestones for monitoring purposes b.) Evidence of monitoring projects – e.g. inspection reports and communication to City Engineer c.) Copy of quarterly progress reports, with supporting documentation to Council with resolutions taken.	Target:  120	Target:  80	Target:  180	Target:  220		
							Achievements:	Achievements:	Achievements:	Achievements:		
FLEET MANAGEMENT												
Fleet availability	6.1	2.5.2	To maintain a turnaround time between Failures vs Repairs within an average timeframe amongst various categories	2	30 Jun 2013	a) Basis on which the availability of required average levels of 90% are to be maintained a) Copies of quarterly progress reports with supporting documentation to Council	Target: 1. Comm. Vehicles average of 5days 2. Sedans average of 2days 3. Machinery average of 2months 4. LDV average 2days	Target: 1. Comm. Vehicles average of 5days 2. Sedans average of 2days 3. Machinery average of 2months 4. LDV average 2days	Target: 1. Comm. Vehicles average of 5days 2. Sedans average of 2days 3. Machinery average of 2months 4. LDV average 2days	Target: 1. Comm. Vehicles average of 5days 2. Sedans average of 2days 3. Machinery average of 2months 4. LDV average 2days		
							Achievements:	Achievements:	Achievements:	Achievements:		
Fleet Management strategy	6.2	2.5.2	Ensure development and implementation of fleet management strategy by 30 Dec 2012	1	30 Dec 2012	a)Copies of quarterly progress reports with supporting documentation to Council	Target:	Target  Approval of Fleet management strategy by Council 30 December 2012	Target  Report on Implementation progress	Target  Report on Implementation progress		
							Achievements:	Achievements:	Achievements:	Achievements:		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
BUILDING AND STRUCTURES												
To develop a planned maintenance plan	7.1	2.5.5	Ensure development and implementation of Building and Structures maintenance system by 30 December 2012	1	30 Jun 2013	a) Copies of quarterly report to Council	<u>Target:</u> Eradication of backlogs by 30%	<u>Target:</u> Submit final maintenance plan to Council by 30 December 2012  Eradication of backlogs by 50%	<u>Target:</u> Eradication of backlogs by 75%	<u>Target:</u> Eradication of backlogs by 100%		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
PROCESS CONTROL SYSTEMS												
To develop Process Control Systems	8.1	2.5.3	Ensure that a system to incorporate Electricity, Water as well as GeoTab systems as a module of (Technical Operation Control)TOC by 30 December 2012	1	30 Dec 2012	a) Copies of quarterly report to Council	<u>Target:</u> Physical adaptation of Building works to accommodate PCS in the TOC	<u>Target:</u> Develop and implement PCS platforms for control rooms	<u>Target:</u>	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Implementation of Water and Wastewater Management Plan	8.2.1	2.5.3	Implementation of Bulk water demand measures to reduce water losses and to balance water supply vs demand and associated water meters	1	30 Jun 2013	a) Copies of quarterly report to Council	<u>Target:</u> Scoping specifications of the project	<u>Target:</u> Part implementation 8%	<u>Target:</u> Part implementation 16%	<u>Target:</u> Part implementation 24%		
							Appointment of services provider <u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
	8.2.2	2.5.3	Implementation of the pump stations management system and (Programmable Logic Control)PLC	1	30 Jun 2013	a) Copies of quarterly report to Council	<u>Target:</u> Scoping specifications of the project	<u>Target:</u> Part implementation 8%	<u>Target:</u> Part implementation 16%	<u>Target:</u> Part implementation 24%		
							Appointment of services provider <u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
				20								

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5	
							Q1	Q2	Q3	Q4			
ADMINISTRATION													
Key performance area: Risk management													
Workplace hazards are identified and associated risks are eliminated or controlled.	9.1.1	4.4.2.1	To ensure that 95% of planned workplace OHS inspections in the I&TS department are completed by 30 June 2013	1	30 June 2013	a)Copies of quarterly report to Council	Target:	Target:	Target:	Target:			
							95% of planned workplace OHS inspections in the Corporate Services department are completed	95% of planned workplace OHS inspections in the Corporate Services department are completed	95% of planned workplace OHS inspections in the Corporate Services department are completed	95% of planned workplace OHS inspections in the Corporate Services department are completed			
							Achievements:	Achievements:	Achievements:	Achievements:			
	9.1.2	4.4.2.1	To ensure that 90% of all reported incidents in the I&TS department are investigated by 30 June 2013.	1	30 June 2013	a)Copies of quarterly report to Council	Target:	Target:	Target:	Target:			
							90% of all reported incidents in the Corporate Services department are investigated	90% of all reported incidents in the Corporate Services department are investigated	90% of all reported incidents in the Corporate Services department are investigated	90% of all reported incidents in the Corporate Services department are investigated			
							Achievements:	Achievements:	Achievements:	Achievements:			
Key performance area: Management of work processes													
Safe systems of work and effective injury management practices are implemented	9.2	4.4.2.1	Ensure 95% implementation of OHS inspection recommendations in I&TS department by 30 June 2013	1	30 June 2013	a)Copies of quarterly report to Council	Target:	Target:	Target:	Target:			
							95% implementation of OHS inspection recommendations in Corporate Services department	95% implementation of OHS inspection recommendations in Corporate Services department	95% implementation of OHS inspection recommendations in Corporate Services department	95% implementation of OHS inspection recommendations in Corporate Services department			
							Achievements:	Achievements:	Achievements:	Achievements:			
Key performance area: Build capacity to deliver Quality Services													

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	WEIGHT	TARGET DATE	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM ISTS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Build capacity to deliver Quality Services	9.3	4.4.2.2	70% of employees' training interventions conducted in line with Workplace Skills Plan	2	30 June 2013	a)Copies of quarterly report to Council	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u> 70% of employees' training interventions conducted		
				5								
				100								

## 5. CORE COMPETENCY REQUIREMENTS FOR THE DEPUTY MUNICIPAL MANAGER INFRASTRUCTURE AND TECHNICAL 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.	<b>Fully competent performance.</b>	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
<b>A</b>	<b>Core Managerial Competency</b>					
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"> <li>➤ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;</li> <li>➤ Manages and monitors financial risk;</li> <li>➤ Continuously looks for new opportunities to obtain and save funds;</li> <li>➤ Prepares financial reports and guidelines based on prescribed format;</li> <li>➤ Understands and weighs up financial implications of propositions;</li> <li>➤ Understands, analyses and monitors financial reports;</li> <li>➤ Allocates resources to established goals and objectives;</li> <li>➤ Aligns expenditure to cash flow projections;</li> <li>➤ Ensures effective utilisation of financial resources;</li> <li>➤ Develops corrective measures/actions to ensure alignment of budget to financial resources; and</li> <li>➤ Prepares own budget in line with the strategic objectives of the organisation.</li> </ul>	Compulsory	10	
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"> <li>➤ Seeks opportunities to increase personal contribution and level of responsibility;</li> <li>➤ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</li> <li>➤ Delegates and empowers others to increase contribution and level of responsibility;</li> <li>➤ Applies labour and employment legislation and regulations consistently;</li> <li>➤ Facilitates team goal setting and problem solving;</li> <li>➤ Recognises individuals and teams and provides</li> </ul>	Compulsory	15	

Core Competency requirement		Description / Definition	Generic Standards for "Fully Effective" Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
<b>A</b>	<b>Core Managerial Competency</b>						
			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	➤ 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	➤ 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		6	

Core Competency requirement		Description / Definition	Generic Standards for “Fully Effective” Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
<b>A</b>	<b>Core Managerial Competency</b>						
5	Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> <li>➤ Establishes broad stakeholder involvement and communicates the project status and key milestones;</li> <li>➤ Defines roles and responsibilities for project team members and clearly communicates expectations;</li> <li>➤ Balances quality of work with deadlines and budget;</li> <li>➤ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan;</li> <li>➤ Uses computer software programmes to help manage project; and</li> <li>➤ Sets and manages service level agreements with contractors.</li> </ul>	Choice		10	
6	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"> <li>➤ Consults clients and stakeholders on ways to improve the delivery of services;</li> <li>➤ Communicates the benefits of service delivery improvement opportunities to stakeholders;</li> <li>➤ Identifies internal process improvement opportunities to SDI;</li> <li>➤ Demonstrates full knowledge of principles on service delivery innovations;</li> <li>➤ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery;</li> <li>➤ Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and</li> <li>➤ Implements innovative service delivery options in own department/organisation.</li> </ul>	Choice		8	
7	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"> <li>➤ Conducts self in accordance with organisational code of conduct;</li> <li>➤ Admits own mistakes and weaknesses and seeks help from others where unable to deliver;</li> <li>➤ Reports fraud, corruption, nepotism and maladministration;</li> <li>➤ Honours the confidentiality of matters and does not use it for personal gain or the gain of others;</li> <li>➤ Discloses conflict of interests issues;</li> <li>➤ Establishes trust and shows confidence in others;</li> <li>➤ Treats all employees with equal respect;</li> <li>➤ Undertakes roles and responsibilities in a sincere and honest manner;</li> </ul>	Choice		6	

Core Competency requirement	Description / Definition	Generic Standards for “Fully Effective” Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
<b>A</b>	<b>Core Managerial Competency</b>					
		<ul style="list-style-type: none"> <li>➤ Incorporates organisational values and beliefs into daily work;</li> <li>➤ Uses work time for organisational matters and not for personal matters; and</li> <li>➤ Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>				
<b>Total Core Managerial Competency</b>					<b>70</b>	

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 ISTS'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 Performance Assessment Rating Calculator)

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

## 7. LINK TO REWARD

The DMM ISTS' performance will be rewarded in accordance with Section 10 of the Performance Contract. (Regulation 32 (2) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.)