

PERFORMANCE PLAN

JOB TITLE: CORPORATE SERVICES MANAGER

MASILONYANA LOCAL MUNICIPALITY

This plan defines the Council's expectations of the Corporate Services Manager in accordance with Manager's performance agreement, to which this document is attached. Section 57 (5) of the Local Government: Municipal Systems Act which provides that key objectives and targets must be based on the Key Performance Indicators set out from time to time as the municipal council reviews the Integrated Development Plan. This Performance Plan must, in terms of the Municipal Performance Regulations, also include time frames and weightings.

There are six parts to this Plan:

1. Key Performance areas (KPA's) schedule, detailing key objectives and their related Performance Indicators, Weightings and Target Dates
2. A Core Competency Requirements (CCR) schedule, setting out selected Core Management and Occupational Competencies
3. Performance Review Procedure i.e. information on how to review (or evaluate) performance and information on specific accountabilities
4. Consolidated Score Card, with Assessment Rating Calculator
5. Personal Development Plan (PDP), for addressing developmental gaps
6. Record of assessment meetings (Control Sheet)

The period for this plan is 1st July 2014 to 30th June 2015

Signed and accepted by the Corporate Services Manager MA NTHAU

Signed and accepted by the Municipal Manager on behalf of Masilonyana Council
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KEY PERFORMANCE AREA (KPA) SCHEDULE

CORPORATE SERVICES MANAGER

2014 - 2015

MASILONYANA LOCAL MUNICIPALITY

This KPA Schedule sets Key Performance Objectives which must be achieved, time frames, as well as the Key Performance Targets (Standards) which will be used to measure whether or not the Corporate Services Manager has adequately performed her functions.

POSITION PURPOSE

To lead, direct and take full responsibility for the Corporate Services Department of Masilonyana Local Municipality, including Overall Departmental Management & Development Function, Human Resource Management Function, Labour Relations Management Function, Municipal Skills Development Function, Council Administration Support Function, Municipal Administration & Communication Function, Municipal Records Management Function, Legal Services Function, Departmental Project Management Function, Departmental Fleet & Assets Repair & Maintenance Function, Departmental Fleet & Assets Management Function .

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KEY PERFORMANCE AREA'S (KPS's) SCHEDULE

KEY PERFORMANCE AREA	IDP OBJECTIVE	BASELINE	PERFORMANCE INDICATOR	ANNUAL TARGET & TARGET DATE		
(1) Human Resource Management	HR Management		Enhance Current HR Management	100%	30/09/14	Review HR Policies
					30/12/14	Launch Employee Wellness Program
						Develop & Review Operational HR Procedure
						Conduct Work Study
						Conduct Skills Audit & Qualification Verification
					30/03/15	Review HR Strategy
					30/05/15	Clean & Update HR Data (Personnel Files)
						Compile Annual HR Management Report
(2) Employment Equity	Ensure Purity Within HR		Address All Disparity	100%	30/09/14	Develop Employment Equity Plan

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						Identify All Disparity
					30/12/14	Submit Equity Report To The Minister
					30/03/15	Compile Mid-Year Assessment Report on EE
					30/05/15	Compile Annual Report on EE
(3) Administrative Support			Enhance Current Administration Support	100%	30/09/14	Improve Administrative Support to Council & Management
						Archive Council Resolutions
						Monitor Progress On Implementation Of Council Resolutions & Table A Report To Each Council & Management Setting
						Provide Administrative Support To Council Committees

						(section 78,79 committees)
					30/12/14	Improve Data Capture & Archiving (Records Management)
					30/03/15	Assess Provision of Secretarial Services To Council & Table A Report To Management
					30/05/15	
						Compile Annual Report Admin Support
(4) Health & Safety	Municipal Health & Safety		Ensure Safety of Municipal Official	100%	30/09/14	Develop Occupational Health & Safety Plan
						Ensure Effective Functioning Safety Committee
					30/12/14	Run Occupational Safety Awareness Campaigns

					30/03/15	Run Occupational Safety Awareness Campaigns
						Procure & Distribute Protective Clothing
					30/05/15	Compile Occupational Safety Annual Report
(5) Labour Relations			Improve Labour Relations	100%		
					30/12/14	Ensure Effective Functioning of LLF & Labour Relation Office
					30/03/15	Reduce Litigation cases by 20%
					30/05/15	Compile Annual Report on Labour Relations
(6) Skills Development	Develop Municipal Skills		Enhance Current Municipal Skills	100%	30/09/14	Identify Skills gaps
					30/12/14	Monitor Implementation of WPSDP
					30/03/15	Compile Mid-Year Progress Report on

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						WPSDP
					30/05/15	Review & Develop WPSDP
						Compile Annual Report on WPSDP
(7) Municipal Policies			Safeguard Municipal Policies	100%	30/09/14	Compile Municipal Policy Manual
					30/12/14	Archive All Municipal Policies For Easy Access & Retrieval
			Ensure Implementation Of Policies		30/03/15	Compile Mid-Year Report On Policy Implementation & Gaps
					30/05/15	Monitor & Report Policy Implementation
(8) Fleet Management	Manage Municipal Fleet		Enhance current Municipal Fleet Management	100%	30/09/14	Compile Fleet Operational Management Plan
					30/12/14	Appoint Fleet Manager
					30/03/15	Assessment Report on Fleet management

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					30/05/15	Compile Annual Report on Fleet management
(9) Project Management	Municipal Projects Management		Enhance Current Project Management Capacity	100%	30/09/14	Compile Project Management Analysis Report
					30/12/14	Compile First Quarter Report
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile Annual Dept Project Management Annual Report
(10) Budget Control	Expenditure Management	Monitor Expenditure per Vote	Reduce Current Overtime Payment by 5%	100%	30/09/14	Compile Quarterly Expenditure Report
					30/12/14	Compile Quarterly Expenditure Report
					30/03/15	Compile Quarterly Expenditure Report
					30/05/15	Compile Annual Expenditure Report
(11) Improve Departmenta			Manage Corporate	100%	30/09/14	Scan Dept Environment &

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					30/12/14	Facilitate monthly Staff Meetings
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile Management Annual Report

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CORE COMPETANCE REQUIREMENTS (CCR) SCHEDULE

This CCR Schedule measures the Managerial and Occupational Competencies of the Corporate Services Manager. The Core Managerial and Occupational Competencies must be selected from the list set out below and agreed upon between the employer and the employee, with due regards to the proficiency level agreed to.

CORE COMPETENCY REQUIREMENTS (CCR) SCHEDULE

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES				
CORE COMPETENCY REQUIREMENTS (CCR)		WEGHT %	SCORE	
			DEC	JUNE
Strategic Capability and Leadership	2%			
Programme and Project Management	1%			
Financial Management	1%			
Change Management	1%			
Problem Solving and Analysis	2%			
People Management and Empowerment	2%			
Communication	2%			
Honesty and Integrity	1%			
Total Percentage		12%		

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CORE OCCUPATIONAL COMPETENCIES (COC) SCHEDULE

CORE OCCUPATIONAL COMPETENCIES (COC) FOR EMPLOYEES				
CORE OCCUPATIONAL COMPETENCIES REQUIREMENTS (CCR)		WEGHT %	SCORE	
			DEC	JUNE
Competence in Self-Management	1%			
Interpretation of and implementation within the legislative and national policy frameworks	1%			
Knowledge of Performance Management and Reporting	1%			
Competence in policy conceptualization, analysis and implementation	1%			
Skills in Mediation	1%			
Skills in Governance	1%			
Competence as required by other national line sector departments	1%			
Exceptional and dynamic creativity to improve the functioning of the municipality	1%			
Total Percentage		8%		

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PERFORMANCE REVIEW PROCEDURE

1. The performance of the Section 56 Managers must be reviewed on the following dates, with the understanding that the reviews in the first and third quarter may be verbal if the performance is satisfactory:

First Semester: Review at end of December 2014 (Mid-Year Review).

Second Semester: Review at end of June 2015 (Annual Review)

2. An Evaluation Panel comprising of the following persons must be established for the purpose of evaluating the annual performance of Section 56 Managers(i.e. managers reporting directly to the Municipal Manager):
 - i) Municipal Manager;
 - ii) Chairperson of the performance/internal audit committee or the Chairperson of the audit committee, in the absence of a performance audit committee;
 - iii) Member of the municipal council or executive committee member;
 - iv) Municipal Manager from another municipality

The Municipal Manager must source the external secretarial services or use the HR Manager to the evaluation panel.

3. The evaluation of the Section 56 Managers' performance at the end of the first and second semester must be undertaken by the Municipal Manager in consultation with the relevant Section 56 manager.
4. Notwithstanding the intervals for reviewing the Managers' performance mentioned in paragraph 1 above, the employer may in addition review the Managers' performance at any stage while the performance contract remains in force.
5. The onus is on the Section 56 Manager to provide proof that he/she has met the key performance targets and standards, within the set time frames.
6. The Municipal Manager and the Manager to meet to conduct a formal performance rating and agree to the final scores. It may be necessary to have two meetings before final agreement. In the event of a dis-agreement, the municipal manager has

- the final say with regard to the final score that is given and the Director is free to explore external dispute resolution mechanism if need be.
7. Deadline dates that have been met should be marked alongside with a \checkmark .
 8. Deadline dates that have not been met should be marked alongside with a X.
 9. Performance Indicator that has been supplied as evidence of achieving an objective should be marked alongside with a \checkmark .
 10. Performance Indicator that has not been supplied as evidence of achieving an objective should be marked alongside with a X.
 11. The Municipal Manager must mark his own notes during a formal review meeting and must assign a score in relation to the weighting assigned to a specific objective e.g. Should a specific objective have been assigned an amount of 5 points and the objective have been achieved then the score allocated will be five (5). However, should the objective have not been achieved at all or no satisfactory evidence is provided then the score of zero (0) will be allocated? Should only a portion of the evidence have been provided, or only a portion of the objective have been achieved, with no valid reason for poor achievement, then a part score will be allocated e.g. 3/5. It should be noted that many performance indicators do not allow for a partial score for i.e. it either has or has not been achieved.
 12. The scoring must be recorded on the KPA Schedule and the CCR Schedule in the relevant score columns.
 13. Only those items relevant for the review period in question must be scored.
 14. A Personal Development Plan (PDP) for addressing developmental gaps in the employee's performance and capacity must then be completed by the Municipal Manager in consultation with then relevant Section 56 Manager.
 15. A poor work performance will be dealt with in accordance with schedule 8 (eight) of the Labour Relations Act specifically dealing with poor work performance and incapacity.
 16. The Municipal Manager must complete a Control Sheet (Record of Assessment Meetings) provided in this Performance Plan.
 17. When undertaking the Annual Performance Review with the panel as set out in paragraph two above the same scoring procedure will be used and the members of the panel will then provide input on their proposed score for each Key Objective. However the panel should aim at reaching consensus.
 18. The score awarded on the KPA Schedule and the CCR Schedule will then be transferred to the consolidated score card and the total score for each Section 57

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manager will then be calculated in accordance with regulation 27 of the Municipal Performance Regulations promulgated under Government Notice R805 dated 01 August 2006. Using regulation 22 it will then be determined whether or not the employee is entitled to a Performance Bonus and if so the amount of the bonus.

19. Any dispute concerning the Performance Management Processes or Outcomes will be dealt with in terms of Regulation 33 of the Municipal Performance Management Regulations.

20. The content of a Performance Agreement must be made available to the public by the Municipal Manager in accordance with the Municipal Finance Management Act 2003 and Section 46 of the Municipal Systems Act.

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CONSOLIDATED SCORE CARD
ASSESSMENT RATING CALCULATOR

Evaluation Cycle : 01 July 2014 TO 30 June 2015

Name of the Section 56 Manager: Mr.

Title: CORPORATE SERVICES MANAGER

KPA	WEIGHT	RATING	SCORE	CCR	WEIGHT	RATING	SCORE
1				1			
2				2			
3				3			
4				4			
5				5			
6				6			
7				7			
8				8			
9				-			
10				-			
11				-			

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ASSESSMENT RATING CALCULATOR

100%		100%	
KPA weight	80%	CCR weight	20%
KPA score		CCR score	
Final score			

PERSONAL DEVELOPMENT PLAN

(To be used for addressing Performance gaps)

Manager's Name MD Athar

Date

Job Title: Corporate Services Manager

Skills / Performance Gap(identified at Performance Evaluation)	Outcomes expected	Suggested activity (e.g. training, counseling, additional resources etc.)	Time frames to meet Performance Standards	Comments
1. Municipal Finance Management	Knowledge of Municipal Finance Management	Municipalities Finance Training Project	End May	

Signed by the Corporate Services Manager 

Signed by the Municipal Manger 