

## PERFORMANCE PLAN

### JOB TITLE: COMMUNITY & SOCIAL SERVICES MANAGER

### MASILONYANA LOCAL MUNICIPALITY

This plan defines the Council's expectations of the Community & Social 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 1<sup>st</sup> July 2014 to 30<sup>th</sup> June 2015

Signed and accepted by the Community & Social Services Manager.....

Signed and accepted by the Municipal Manager on behalf of Masilonyana Council  
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**KEY PERFORMANCE AREA (KPA) SCHEDULE**  
**COMMUNITY & SOCIAL 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 Community & Social Services Manager has adequately performed her functions.

**POSITION PURPOSE**

To lead, direct and take full responsibility for the Community & Social Services Department of Masilonyana Local Municipality, including Overall Departmental Management & Development Function, Municipal Basic Services Delivery Function, Departmental Expenditure Management Function, Project Management Function, Departmental Fleet & Assets Repair & Maintenance Function, Departmental Fleet & Assets Management Function and Municipal Facilities & Properties 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) Basic Services Delivery	Ensure Provision of Basic Services	Improve Current State of Service Provision	Enhance Provision of Basic Services	100%	30/09/14	Develop Operational Plan
					30/12/14	Monitor & Compile Management Report
					30/03/15	Compile Mid-Year Service Delivery Report
					30/05/15	Compile Service Delivery Annual Report
			Improve Management of Waste Disposal Site	100%	30/09/14	Do follow-up with DOE & Compile Management Report
					30/12/14	Ensure Registration of Other Landfill Sites
						Develop Regulatory Frameworks
					30/12/14	Improve Refuse Removal
		Regulate Landfill Sites				
		30/03/15		Ensure Appointment of Staff & Ensure Implementation of Landfill Sites Regulatory Frameworks		
			Run Clean Masilonyana Campaign in Each Town			
		30/05/15	Compile Waste Management Annual			

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						Report
(2) Management of Recreational Facilities			Ensure Safer, Clean & User friendly Recreational Facilities	100%	30/09/14	Develop Management & Operational Plan
					30/12/14	Compile Management Report
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile Annual Report
(3) Law Enforcement			Implement and Enforce Appropriate Legislation & Municipal Bay-Laws	100%	30/09/14	Identify All Hot Spots & Table a Report to Management
					30/12/14	Strengthen Relations with Law-Enforcement Agencies
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile Annual Report
(4) Land & Housing				100%	30/09/14	Update Housing Beneficiaries
					30/12/14	Conduct Land Audits
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile Annual Report
(5) Disaster Management		Municipal Plan	Ensure Implementation of District Disaster Management Plan	100%	30/09/14	Develop Action Plan
					30/12/14	Compile Management Report
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile Annual Report

(6) Environmental Management			Ensure Safe & Clean Municipal Environment		30/09/14	Conduct Environmental Scan to Identify Gaps
					30/12/14	Ensure Implementation of Integrated Waste Management Plan & Compile Management Report
					30/03/15	Monitor Implementation & Compile Management Report
						Run environmental Awareness Campaign
					30/05/15	Compile Annual Report
(7) Community & Social Departmental Fleet & Asset Management			Assets Management & Maintenance	100%	30/09/14	Identify all Dept Assets
					30/12/14	Develop & Update Asset Register
					30/03/15	Compile Management Report
					30/05/15	Compile Annual Report
			Fleet Management & Maintenance		30/09/14	Develop Maintenance Plan
					30/12/14	Compile Management Report
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile Fleet Management Annual Report

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(8) Municipal Cemeteries Properties Maintenance & Construction		Safeguard Municipal Properties		100%	30/09/14	Develop Operational Management Plan
					30/12/14	Compile Management Report
					30/03/15	Monitor Progress & Compile Management Report
					30/05/15	Compile Management Annual Report
		Maintain Municipal Properties		100%	30/09/14	Develop Management Plan
					30/12/14	Develop Business Plans to Fence other Cemeteries & Properties
					30/03/15	Monitor & Compile A Management Report
					30/05/15	Compile Annual Report
		Improve Management of Municipal Facilities		100%	30/09/14	Identify & Register All Municipal Facilities
					30/12/14	Develop maintenance Plan
					30/03/15	Compile Mid-Year Maintenance Expenditure Report
					30/05/15	Compile Facility Management Annual Report
(9) Town Planning	Integrate Society	Apartheid Settlements	Finalize Township Establishment	100%	30/09/14	Appoint Service Provider for Surveying & Township Register (Soutpan &

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						Verkeerdervlei)
					30/12/14	Ensure Appointment of Service Provider For Township Establishment for all units as phase 2
					30/03/15	Review SDF & Compile Management Report
					30/05/15	Compile Town Planning Annual Report
(10) Project Management	Municipal Projects Management		Enhance Current Project Management Capacity	100%	30/09/14	Compile Project Management Analysis Report
					30/12/14	Compile Management Report
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile Annual Project Management Annual Report
(11) Budget Control	Expenditure Management	Monitor Expenditure per Vote	Reduce Current Maintenance & Repair Cost by 10%	100%	30/09/14	Compile Management Expenditure Report
					30/12/14	Compile Management Expenditure Report
					30/03/15	Compile Management Expenditure Report
					30/05/15	Compile Annual Expenditure Report
(12) Improve Departmental HR Management			Manage Community & Social Services Department	100%	30/09/14	Scan Dept Environment & Compile Analysis Report

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						Develop Staff Skills
					30/03/15	Compile Mid-Year Report
					30/05/15	Compile HR Management Annual Report

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## CORE COMPETANCE REQUIREMENTS (CCR) SCHEDULE

This CCR Schedule measures the Managerial and Occupational Competencies of the Community & Social Services Director. 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	1%			
Programme and Project Management	2%			
Financial Management	1%			
Change Management				
Knowledge Management				
Service Delivery Innovation	2%			
Problem Solving and Analysis	2%			
People Management and Empowerment	2%			
Client Orientation and Customer Focus				
Communication	1%			
Honesty and Integrity	1%			
<b>Total Percentage</b>		<b>12%</b>		

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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	2%			
Knowledge of global and South African specific political, social and economic contexts				
Competence in policy conceptualization, analysis and implementation	1%			
Knowledge of more than one functional municipal field/discipline	1%			
Skills in Mediation				
Skills in Governance				
Competence as required by other national line sector departments	1%			
Exceptional and dynamic creativity to improve the functioning of the municipality	1%			
<b>Total Percentage</b>		<b>8%</b>		

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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 57 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 √.
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 √.
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 56 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 same Act.**
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.

**CONSOLIDATED SCORE CARD**  
**ASSESSMENT RATING CALCULATOR**

Evaluation Cycle : **01 July 2014** TO **30 June 2015**

Name of the Section 57 Manager: **Mrs.....**

Title: **COMMUNITY & SOCIAL SERVICES MANAGER**

KPA	WEIGHT	RATING	SCORE	CCR	WEIGHT	RATING	SCORE
1				1			
2				2			
3				3			
4				4			
5				5			
6				-			

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**ASSESSMENT RATING CALCULATOR**

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

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**PERSONAL DEVELOPMENT PLAN**

(To be used for addressing Performance gaps)

Manager's Name.....

Date .....

Job Title: Community & Social Services Director

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

Signed by the Community & Social Services Manager ..... 

Signed by the Municipal Manger ..... 