

PERFORMANCE PLAN

ACTING SENIOR MANAGER: CORPORATE SERVICES

CAPRICON DISTRICT MUNICIPALITY

This plan defines the Council's expectations of the employee in accordance with the departmental business plan. This document provides the performance objectives and targets that must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan.

There are 8 parts to this plan:

1. A statement about the purpose of the position
2. Score card detailing key objectives and their related performance indicators, weightings and target dates
3. Information about the knowledge, skills and behaviours required to perform the job
4. Job description of the employee
5. Consolidated score sheet
6. Link to reward
7. Individual learning plan
8. Control sheet

The period of this plan is from 01 July 2011 to 30 June 2012

Signed and accepted by the

SP TEBORÉ / [Signature]

Signed by the Municipal Manager on behalf of Council:

[Signature] 2011/09/21

85 M

1. Position Purpose

Effective management of Corporate Services Department consisting of Human resources, Legal, Administration and information and knowledge Management

2. Scorecard

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
HUMAN RESOURCES										
Training	To ensure that the municipality's objectives are met through training and development of employees	2	Number of targeted employees that are trained actually	90 employees trained	200 trained employees	Developed and implemented training plan	Implemented training plan	Implemented training plan	Implemented training plan	
	To ensure that the municipality's objectives are met through training and development of employees	2	Number of CDM Councillors that are actually trained	40 Councillors trained	54 trained councillors	Developed training plan for Councillors	Implemented training plan	Implemented training plan	Implemented training plan	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Training	To ensure that the municipality's objectives are met through training and development of employees	1	Number of Inducted Councilors	New indicator	54 Councilors Inducted	Developed and implemented councilors induction programme	-	-	-	
			Implemented Internal bursary programme	48 employees benefiting	30 internal awarded bursaries	-	Bursary advertisement	Report of awarded bursaries	Report on performance of bursary recipients	
Bursary	To ensure that the municipality's objectives are met through training and development of employees	2	Bursary beneficiaries course programme performance reports	12 Bursary programme performance report compiled	12 Bursary programme performance report to be compiled	3 Bursary programme performance reports compiled	3 Bursary programme performance reports compiled	3 Bursary programme performance reports compiled	3 Bursary programme performance reports compiled	

SB

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
HRD Strategy	To ensure that the municipality's objectives are met through training and development of employees	2	Implemented external Bursary programme	20 people benefiting	30 external bursaries awarded	-	Bursary advertisement	Report of awarded bursaries	Report on performance of bursary recipients	
	To ensure that the municipality's objectives are met through training and development of employees	2	Developed and implemented district HR strategy	New indicator	Implemented District HRD strategy	Draft terms of reference	Approved terms of reference	Signed Contract with service provider	Implemented HRD strategy recommendations	
	To ensure that the municipality's objectives are met through training and development of employees	1	Developed and implemented Work Skills Plan	WSP available	Submission of WSP done June	Implemented training programme (50 employees trained)	Implemented training programme (50 employees trained)	Skills audit report compiled	Available WSP and annual training report	

SJF MD 4

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Employee Wellness	To ensure that the municipality's objectives are met through training and development of employees	1	Number of wellness interventions implemented	Project at tender stage	12 Interventions implemented	3 Interventions implemented	3 Interventions implemented	3 Interventions implemented	3 Interventions implemented	
Organisational Development	To ensure that all critical posts are filled, and integration of all transferred staff in to the municipality's organisational structure	1	Reviewed Organisational structure	Previous financial year structure available	Approved Organisational structure	-	-	Consultation with departments	Adopted Organisational structure	
	To ensure that all critical posts are filled, and integration of all transferred staff in to the municipality's organisational structure	2	Implemented OD activities	4 OD Activities Implemented	4 OD activities to be conducted	Developed Job Descriptions and available terms of reference for restructuring	Implementation of restructuring	Implementation of restructuring	Implementation of restructuring	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Organisational Development	To ensure that all critical posts are filled, and integration of all transferred staff in to the municipality's organisational structure	1	Milestone covered in the Job evaluation Project	New indicator	Project 100% complete	Draft terms of reference	Approved terms of reference	Contract finalised	Analyse job evaluation outcomes and implemented recommendations.	
	To ensure that all critical posts are filled, and integration of all transferred staff in to the municipality's organisational structure	2	Availability of Job descriptions	New Indicator	100% employees with Job Descriptions	25 % of officials with Job Descriptions	50% of officials with Job Descriptions	75% of officials with Job Descriptions	100% of officials with Job Descriptions	
	To ensure that all critical posts are filled, and integration of all transferred staff in to the municipality's organisational structure	2	No. filled vacant posts	New Indicator	Vacant posts filled within 90 days	No. of Vacant posts filled within 90 days	No. of Vacant posts filled within 90 days	No. of Vacant posts filled within 90 days	No. of Vacant posts filled within 90 days	

SJT AB

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
	To ensure that all critical posts are filled, and integration of all transferred staff in to the municipality's organisational structure	2	Municipal Health Services' and DWAF personnel integration progress report available	Integration plan available	Integration completed	Integration 80% complete	Integration 85% complete	Integration 90% complete	Integration 100% complete	
Employment Equity	To attract and endeavour to retain competent human capital	1	No. of employment equity reports submitted	4 reports submitted	1 report submitted	1 report submitted	1 report submitted	1 report submitted	1 report submitted	

585 107

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Benefits Administration	To ensure that all CDM employees gets their benefits as required.	2	No. of benefits queries resolved and claims filed and paid as scheduled	New Indicator	100% queries resolved	No. queries resolved	No. queries resolved	No. queries resolved	No. queries resolved	
	To ensure that CDM complies with the OHS regulations	1	Number of aware ss session held on the evacuati on plan	No report compiled	4 Awareness sessions to be held	1 Awareness session to be held	1 Awareness session to be held	1 Awareness session to be held	1 Awareness session to be held	
OHS	To ensure that CDM complies with the OHS regulations	1	Number of OHS meetings held	5 meetings	12 Meetings	3 meetings to be held	3 meetings to be held	3 meetings to be held	3 meetings to be held	
	To ensure that CDM complies with the OHS regulations	1	Number of OHS reports compiled	New Indicator	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports	

SHS 8

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
OHS	To ensure that CDM complies with the OHS regulations	1	No. of CDM personnel trained on health and safety awareness	New Indicator	300 employees trained.	-	100 employees trained on health and safety	100 employees trained on health and safety	100 employees trained on health and safety	
Functional LLF	To ensure compliance with labour relations regulations	1	No. of LLF meetings held.	12 Meetings	12 Meetings	3 meetings to be held	3 meetings to be held	3 meetings to be held	3 meetings to be held	
	To ensure compliance with labour relations regulations	1	Number of LLF reports compiled	12 Reports	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports	
SALGA Affiliation	To ensure compliance with labour relations regulations	1	Wage bill paid to SALGA	6% of the wage bill paid to SALGA	6% of the wage bill paid to SALGA	-	-	-	6% of the wage bill paid to SALGA	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Workplace Discipline	To ensure compliance with labour relations regulations	1	Number of disciplinary reports produced	12 Reports	12 Reports	3 Reports	3 Reports	3 Reports	3 Reports	
	To ensure compliance with labour relations regulations	2	Turnaround time for resolving disciplinary cases	New Indicator	Within 3 months	Within 3 months	Within 3 months	Within 3 months	Within 3 months	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
HR policies & conditions of service	To ensure compliance with labour relations regulations	2	No of Hr policies awareness sessions held	New Indicator	8 Awareness Sessions	2 Awareness Sessions	2 Awareness Sessions	2 Awareness Sessions	2 Awareness Sessions	
			and employees trained on HR policies	Distribution for HR policy files in planning stage-planned for June 2010	525 Employees trained on HR policies	131 Employees trained on HR policies	131 Employees trained on HR policies	132 Employees trained on HR policies		
	No. of reports compiled on HR policies and conditions of services	2		New Indicator	12 Municipal health Reports compiled	3 Municipal health Reports compiled	3 Municipal health Reports compiled	3 Municipal health Reports compiled	3 Municipal health Reports compiled	
Resolve Workplace Solutions in association with SALGA 2001										

SDF-11 MD

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
LEGAL SERVICES										
Contract Management	To ensure that CDM is not subjected to litigations	2	Availability of contracts	100% of Agreements/contracts that come via CS are signed by both parties	No. Agreements/contracts finalised	No. contracts and agreements signed	No. contracts and agreements signed	No. of contracts and agreements signed	No. of contracts and agreements signed	
	To ensure that CDM is not subjected to litigations	2	Contracts generated as scheduled	Contract generated in 5 days after receipt of documentation relating to the scope of work	Contract generated in 5 days after receipt of documentation relating to the scope of work	Contract generated in 5 days after receipt of documentation relating to the scope of work	Contract generated in 5 days after receipt of documentation relating to the scope of work	Contract generated in 5 days after receipt of documentation relating to the scope of work	Contract generated in 5 days after receipt of documentation relating to the scope of work	
		2	Contracts checked as scheduled	Contracts checked within 20 Days	Contracts checked within 14 days	Contracts checked within 14 days	Contracts checked within 14 days	Contracts checked within 14 days	Contracts checked within 14 days	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Litigation and Settlements	To ensure that CDM is not subjected to litigations	2	Record of legal action instituted and defended on behalf of the Municipality	100% compliance with litigation and settlement processes	100% compliance with litigation and settlement processes	100% compliance with litigation and settlement processes	100% compliance with litigation and settlement processes	100% compliance with litigation and settlement processes	100% compliance with litigation and settlement processes	
	To ensure that CDM is not subjected to litigations	1	Record of legal opinions	Updated Record of legal opinions available	Updated Record of legal opinions	Updated Record of legal opinions	Updated Record of legal opinions	Updated Record of legal opinions	Updated Record of legal opinions	
Legal cases	To ensure that CDM is not subjected to litigations	1	No. of legal cases assessed	New indicator	100% legal cases assessed	No of legal cases assessed	No of legal cases assessed	No of legal cases assessed	No of legal cases assessed	
	To ensure that CDM is not subjected to litigations	2	Available and implemented PAIA Manual	PAIA manual not in place	Implemented PAIA manual	Development of PAIA manual	Consultation on PAIA manual	Draft manual available	Implementation of PAIA manual	
Legislative Drafting										

SH

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
ADMINISTRATION										
Fleet Management	To ensure maintenance of offices, buildings, vehicles and security services	2	No of municipal vehicles maintained and available for use	Developed vehicle provisioning and maintenance plan	100% municipal vehicles maintained and available for use	No of municipal vehicles maintained and available for use	No of municipal vehicles maintained and available for use	No of municipal vehicles maintained and available for use	No of municipal vehicles maintained and available for use	
	To ensure maintenance of offices, buildings, vehicles and security services	1	Number of fleet purchased	New indicator	New fleet procured	Drafting of Terms Reference	Procuring and placement of fleet.	100% monitoring of Fleet	100% monitoring of Fleet	
	To ensure maintenance of offices, buildings, vehicles and security services	2	No of offices maintained in line with the maintenance plan	Building maintenance plan available	100% Implementation of building maintenance plan	No of offices maintained in line with the maintenance plan	No of offices maintained in line with the maintenance plan	No of offices maintained in line with the maintenance plan	No of offices maintained in line with the maintenance plan	
Building Maintenance	To ensure maintenance of offices, buildings, vehicles and security services	2	No of offices with adequate and usable furniture	Management and procurement of furniture	100% Usable furniture available in all offices	No of offices with adequate and usable furniture	No of offices with adequate and usable furniture	No of offices with adequate and usable furniture	No of offices with adequate and usable furniture	
Logistics Maintenance	To ensure maintenance of offices, buildings, vehicles and security services	2	No of offices with adequate and usable furniture	Management and procurement of furniture	100% Usable furniture available in all offices	No of offices with adequate and usable furniture	No of offices with adequate and usable furniture	No of offices with adequate and usable furniture	No of offices with adequate and usable furniture	

SH

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Telecommunication systems	To ensure maintenance of offices, buildings, vehicles and security services	2	New telephone management system procured	Telecommunication system in place	New telephone system implemented	Drafting of Terms Reference	Procuring and replacement of telephone system	Monitoring and implementation of the system	Monitoring and implementation of the system	
Security Management	To ensure maintenance of offices, buildings, vehicles and security services	2	Effective and well managed Security services in place	Effective Security services	100% Management of the Security services	Effective and well managed Security services in place	Effective and well managed Security services in place	Effective and well managed Security services in place	Effective and well managed Security services in place	

INFORMATION AND KNOWLEDGE MANAGEMENT

IT Security	To manage and support IT functionality within the municipality	1	Number of offices with installed IT security cameras	IT (cameras) Purchased for the main office building	IT (cameras) Purchased for 5 CDM offices	Development of specification	Evaluation of proposals	Installation of cameras in 3 offices	Installation of cameras in 2 offices	
	To manage and support IT functionality within the municipality	2	Upgrade network	New Indicator	Infrastructure network upgraded	Development of specification	Evaluation of proposals	Upgrading of network infrastructure	complete upgrading	
	To manage and support IT functionality within the municipality	1	Server rack purchased	3 Server racks available	1 Server rack purchased	Evaluation of proposals	Purchasing of the server rack	-	-	

AS

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
Financial System	To manage and support IT functionality within the municipality	2	Financial system purchased	SAP system available	100% implementation of the new system	Development of specification	Evaluation of proposals	Purchasing of the financial system	Training on the financial system	
	To manage and support IT functionality within the municipality	2	New web-based software purchased and installed	Old software available	Help desk software purchased	Development of specification	Evaluation of proposals	Purchasing and training on the software	System fully functional	
IT Equipments	To manage and support IT functionality within the municipality	1	No. of Computers to be purchased	40 Computers purchased	10 Computers purchased	5 Computers purchased	-	5 Computers purchased	-	
	To manage and support IT functionality within the municipality	1	No. of Laptop purchased	20 laptops purchased	18 Laptops purchased	specifications drafted	6 Laptops purchased	6 Laptops purchased	6 Laptops purchased	
	To manage and support IT functionality within the municipality	1	No. Printers to be purchased	10 Printers purchased	20 printers to be purchased	specifications drafted	10 printers purchased	10 Printers purchased	-	
Records Management	To manage and support IT functionality within the municipality	2	Evaluation stage of Offsite records Management project	Payments made on the storage facility	Storage facility paid	Rental payment on the storage facility	Rental payment on the storage facility	Rental payment on the storage facility	Rental payment on the storage facility	

KPA	Key Objectives	Weighting	KPI	Baseline	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Reason for deviation (if applicable)
	To manage and support IT functionality within the municipality	2	Availability of file plans in all local municipalities	1 File plan available	4 file plans available	Drafting of file plans for 2 local municipalities	Approval of file plans for 2 local municipalities	Drafting of file plans for 2 local municipalities	Approval of file plans for 2 local municipalities	
IT Training	To manage and support IT functionality within the municipality	2	Procured service provider for SAP Support training	new indicator	100% employees trained in SAP Support	No. of employees trained in SAP Support	No. of employees trained in SAP Support	No. of employees trained in SAP Support	No. of employees trained in SAP Support	
	To manage and support IT functionality within the municipality	2	Operational Service delivery centre	new indicator	Fully operational service delivery call centre	Development of specification	Evaluation of proposals	service delivery call centre available	call centre operational	
	To manage and support IT functionality within the municipality	2	Implemented Payroll Systems support	New indicator	100% support given in Payroll	Report of payroll system provided	Report of payroll system provided	Report of payroll system provided	Report of payroll system provided	

Generic / Cross-cutting Issues							
Key Objectives	Weighting	Target Date	Weight	Key Performance Indicators	Performance status on date of review	Reason for deviation (if applicable)	Score
1. Lead, direct and manage staff within the department so that they are able to meet their objectives		June 2011	3	Availability of job description per employee			
		July 2011		Availability of signed performance plans per employee			
		Quarterly		Quarterly performance assessments conducted			
		Daily		Adherence to policies			
		Monthly		Departmental meetings held			
		Daily		Coaching and Mentoring			

AB SP

2.	Monitor and control the departmental budget so that expenditure is in line with Council's requirements (Financial Management)	Daily	2	% under/over-spend by department reduced Compliance to MFMA	
3.	To promote cooperative governance and coordination in service delivery (IGR)	Quarterly	2	Functional IGR structures Strengthened working relation with sector departments, parastatals and other state owned enterprises. Reports compiled and submitted to relevant as planned	
4.	Prepare and submit reports to the Municipal Manager and relevant political structures so that they are informed of the issues related to Corporate Services	Monthly	1		

Risk Management		Monthly	2	% compliance to risk action plan		
Audit Queries		Within 7 days of receiving the queries	2	Turn around time in responding to internal audit queries		

3. Knowledge, Skills and Behaviours

The ratings attached to this section will not impact on the final performance score but will assist in identifying areas of development for inclusion in the individual learning plan.

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.

Knowledge, Skills and Behaviours	Description / Definition	Comments / Observations	Rating				
			1	2	3	4	5
KNOWLEDGE							
BEHAVIOURS							
Customer Service	Whether providing a service to an internal or external customer this means trying to find out what the needs of the customers are and then meeting these needs. At a minimum employees are required to react to customer needs by following up on queries, keeping promises, keeping the customer up to date, being friendly and helpful and solving problems quickly and without argument. Ideally all employees, especially those at a management level are required to be proactive by trying to understand the underlying needs of the customer and providing an appropriate service based on these underlying needs.						

Knowledge, Skills and Behaviours	Description / Definition	Comments / Observations	Rating				
			1	2	3	4	5
Teamwork	<p>In order to be successful and to meet our service delivery requirements it is essential that all employees co-operate and communicate with each other. This is measured by the extent to which an employee does his/her share of the work; helps out in times of crisis, supports decisions taken by the municipality, makes an effort to communicate with team members so that he/she knows what is going on in other areas besides his/her own and provides information to others on what he/she is doing. At a management level employees are required to facilitate a friendly working environment where co-operation is encouraged, where conflicts are resolved quickly and amicably and where information is communicated so that there is a common knowledge and understanding of municipality activities.</p> <p>All employees are required to set goals and to achieve these goals so that the overall objectives of the municipality can be met. They are also required to look for new and better ways of doing things in order to improve speed, efficiency, quality, service and/or cost effectiveness. This involves setting goals, preparing plans to achieve these goals, implementing the plans and monitoring progress against these plans.</p>						
Service Delivery							

Knowledge, Skills and Behaviours	Description / Definition	Comments / Observations	Rating				
			1	2	3	4	5
Ethics	This is about being open, transparent and honest in all dealings. It is about keeping promises that you make and about working within the policies, procedures and authorised delegations of Council.						
Leading Team							

4. JOB DESCRIPTIONS

The employee and the Manager will use the job description as a source document to determine the indicators of performance required by the incumbent in line with the IDP.

5. Consolidated Score Sheet

Key Objective	Weighting	Municipal Manager's Rating	Manager's Rating	Final / Consolidated Score	Reason for Final Score
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					

MS SLS

28								
29								
30								
31								
32								
33								
34								
35								
36								
37								
38								
39								
40								
41								
42								
43								
44								
45								
46								
47								
48								
49								
50								
51								
52								
53								
54								
55								
56								
57								
58								
59								
50								
51								
52								

ms SL

53									
54									
55									
56									
57									
58									
59									
60									
61									
62									
Total:	100							Final Score	

6. Link to 54Reward

The employee performance will be rewarded according to the Remuneration Policy of the Municipality.

MB SAG

7. INDIVIDUAL LEARNING PLAN (ILP)

Employee's Name: SI Tjebkore Employee Number: 327
 Job Title: Senior Manager Department: Executive Management
 Department Name: Mr Tjebko Hovkover Date: 21/09/2011

Skills / Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practise skill / development area	Support Person

Employee Signature: _____ Department Manager's Signature: _____

8. PERFORMANCE PLAN

CONTROL SHEET - TO BE UPDATED BY MANAGER

PLANNING PHASE

Date of 1st planning meeting: _____ Date of 2nd Planning meeting: (if applicable) _____
 Date copy of performance plan handed to employee _____ Department Manager's name: _____

COACHING PHASE

Keep a record of meetings held to give feedback to the employee on performance related issues.
Performance Issue Discussed And Corrective Action To Be Taken

Date Of Feedback Meeting

Date of formal half year review:

REVIEWING PHASE

Date employee notified of formal review meeting: _____ Date of 1st review meeting: _____
 Date of 2nd Review meeting: (if applicable) _____ Department Manager's name: _____

Handwritten mark



Handwritten mark