

PERFORMANCE PLAN

Entered into by and between

**ALBERTUS STEPHANUS ABRAHAM DE KLERK
MUNICIPAL MANAGER**

["the Employer"]

and

**HENRY HUMAN
EXECUTIVE DIRECTOR: DEVELOPMENT & PLANNING**

["the Employee"]



1. Purpose

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and 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 in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organizations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organizational Development.
- 3.2 Infrastructure Development and Service Delivery.
- 3.3 Local Economic Development.
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

Handwritten signatures and initials:
DWA
J. S. S.
P.S.

**MIDVAAL LOCAL MUNICIPALITY
PERFORMANCE MANAGEMENT SYSTEM**
(LOCAL GOVERNMENT: PERFORMANCE REGULATIONS – GOVERNMENT GAZETTE 29089 DATED 1 AUGUST 2006)

EXECUTIVE DIRECTOR: MR. H. HUMAN

PERIOD: 1 JULY 2010 – 30 JUNE 2011

2010/2011

KEY PERFORMANCE AREAS (KPA) – 80 %								
KEY PERFORMANCE AREA	WEIGHTING	KEY PERFORMANCE INDICATOR	TARGET & TIME-FRAME	RATING PER QUARTER				PROGRESS: QUARTERLY REPORT PERIOD:
				1	2	3	4	
KPA 1: TOTAL WEIGHT	40							
KPA 1 Basic Service Delivery	5	1.1. Delivery & Budget Implementation, monitoring, execution and reporting on: <ul style="list-style-type: none"> ▪ % expenditure on capital, income and expenditure budget; ▪ Progress on service delivery targets; ▪ Contents of report discussed during evaluations. 	1.1. Quarterly report to Mayoral Committee submitted into the reporting cycle within: <ul style="list-style-type: none"> 4 weeks = 5 5 weeks = 4 6 weeks = 3 					
1.2 Town planning and development applications	10	1.2. Ensure customer satisfaction with services and prompt responses to community service needs by maintaining turn-around times, excluding: <ul style="list-style-type: none"> ❖ Time periods for external and/or internal de- 	1.2.1. Maintain average planning application turn-around times from application received date, until submission for consideration (committee cycle), within: <ul style="list-style-type: none"> 6 months = 5 7 months = 4 					

Handwritten signature/initials

		<ul style="list-style-type: none"> ❖ departmental comments; ❖ Periods pending awaiting outstanding documents from applicant 	8 months = 3					
1.3 Computerized tracking system	10	<p>1.3. Design and implement tracking system (Papyrus System), according to MMC's requirements, to include:</p> <ul style="list-style-type: none"> ❖ Land Use Applications (Phases); ❖ Building Control Applications; ❖ Illegal Land Uses; ❖ Complaints. 	<p>1.3.1. Date system fully functional by:</p> <p>30 April 2011 = 5 31 May 2011 = 4 30 June 2011 = 3</p>					
1.4 Illegal Buildings, Bill Boards & Land Use	5	<p>1.4. Maintain database for matters handed over to Council's attorneys for legal action</p>	<p>1.4.1. % data captured monthly:</p> <p>100 % = 5 90 % = 4 80 % = 3</p>					
1.5 Customer complaints	5	<p>1.5 Attend to departmental public complaints received via Helpdesk by:</p> <ul style="list-style-type: none"> ✓ Acknowledge Receipt; ✓ Appropriate attention received; ✓ Returned to Helpdesk; within (average to be achieved): 	<p>1.5.1 Complaints received from Helpdesk to be finalized within:</p> <p>10 working days = 5 12 working days = 4 15 working days = 3</p>					

1.6 Revenue Enhancement	5	1.6. Property audit to be conducted in conjunction with Finance Services to ensure correct billing and maximize revenue collection (Subject to monthly list / progress report from Finance to Executive Director: Development & Planning	1.6.1. Information as requested by Finance Services to be provided according to number of properties by 30 June 2011: 100 % of info requested = 5 80 % of info requested = 4 70 % of info requested = 3					
KPA 2: TOTAL WEIGHT	10							
KPA 2 Municipal Institutional Development & Transformation 2.1 Resignations	3	2.1 Staff turnover due to resignations maintained. Voluntary resignations within department to be limited to encourage career pathing and transfer of skills for current financial year	2.1.1 Resignations on job levels 1 – 6 to be maintained below: 1 officials = 5 2 officials = 4 3 officials = 3					
2.2 Training	3	2.2 Training of departmental staff to comply with Section 83 of the MFMA. Determine backlog baseline of number of staff members not compliant.	2.2.1 % of staff identified enrolled or in process to address need, by 30 June 2011: 50 % = 5 40 % = 4 30 % = 3					



2.3 Disciplinary Actions	2	2.3.1 Effective and consistent disciplinary actions to be instilled	2.3.1.1 Submit request for disciplinary action, after date of incident to Management Services, including the details of the prosecutor within (excluding externalized processes): 3 weeks = 5 4 weeks = 4 6 weeks = 3					
2.4 Occupational Health & Safety	2	2.4.1 Legislative compliance to the OHSACT (Act No. 85 of 1993)	2.4.1.1 Legal appointment in terms of Section 16.2 accepted, training attended, Appointment Letter signed = 3 2.4.1.2 Attend quarterly Central Safety Committee Meeting = 4 2.4.1.3 Quarterly executions of Central Safety Committee resolutions, received from Management Services in writing = 5					
KPA 3: TOTAL WEIGHT	5							
KPA 3 Local Economic Development & Housing	5	3.1. Optimal infrastructure and cost effective services to support business activity to promote economic growth by increased tourism, employment and entrepreneurial opportunities	3.1.1.1 Obtain EPWP Projects for LED to participate by: 30 April 2011 = 5 31 May 2011 = 4 30 June 2011 = 3					
KPA 4: TOTAL WEIGHT	10							

	5	5.2 Review and compilation of various Land Use Policies in line with DBSA funding agreement	5.2.1 Report submitted to Mayoral Committee for consideration by: 30 April 2011 = 5 31 May 2011 = 4 30 June 2011 = 3					
CORE MANAGERIAL COMPETENCIES – 20 %								
1. Strategic Capability and leadership	5	Determines and articulates the vision, sets the direction for the organisation and / or unit and inspires others to deliver on the organisational mandate	Generic Standard for "Fully Effective" Performance 1. Gives direction to team in realising the organisation's strategic objectives; 2. Creates and secures commitment to a clear vision; 3. Develops detailed action plans to execute strategic initiatives; and achieves strategic objectives; 4. Translates strategies into action plans; 5. Builds and supports a high-performance team; 6. Inspires staff with own behaviour – "walks the talk"; 7. Is visible, approachable and earns respect; 8. Manages and calculates risks; 9. Communicates strategic plan to the organisation; 10. Utilises strategic planning methods and tools; 11. Inspires and shows loyalty					
2. People Management & Empowerment	5	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals	1. Seeks opportunities to increase personal contribution and level of responsibility; 2. Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;					

Handwritten signature/initials

			<ol style="list-style-type: none"> 3. Delegates and empowers others to in-crease contribution and level of responsibility; 4. Applies labour and employment legislation and regulations consistently; 5. Facilitates team goal setting and problem solving; 6. Adheres to internal and national standards with regard to HR practices; 7. Displays personal interest in the well-being of colleagues; 8. Able to manage own time as well as time of colleagues and other stakeholders; and 9. Manages conflict through a participatory transparent approach; 10. Takes personal responsibility for providing excellent service quality. 				
3. Customer Orientation & Client Focus	4	Understand the service needs of clients, customers (internal and external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner	<ol style="list-style-type: none"> 1. Understand the range of clients to be served; 2. Follows through on client enquiries, requests, and complaints in a timely manner; 3. Advises clients about status of issue or progress of projects; 4. Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction; 5. Ensures professional and courteous service; 6. Makes clients and their needs a primary focus of actions; 7. Supports others to take personal responsibility to deliver excellent customer service; 8. Effectively represents the needs and interests of the client; 9. Is accessible and models prompt, attentive service; 10. Clearly articulates the Council's 				

			<p>vision that supports a client focused workforce;</p> <ol style="list-style-type: none"> 11. Aligns the organisational structure and management processes to support the client vision; and 12. Personal commitment to client service vision through action and attitude. 					
4. Financial Management	2	Maximises the organisations' business sense and displays a sound business understanding in applying the most effective management practices to achieve organisational financing goals and objectives	<ol style="list-style-type: none"> 1. Sets strategic direction in the allocation of funding based on the utilization of cost-benefit thinking to established business priorities; 2. Manages and monitors financial risk; 3. Continuously looks for new opportunities to obtain and save funds; 4. Understands and weighs up financial implications of proposition; 5. Ensures effective utilisation of financial resources; 6. Develops corrective measures/ actions to ensure alignment of budget to financial resources; and 7. Prepares own budget in line with the strategic objectives of the organisation; 8. Allocates resources according to supply chain management objectives and requirements. 					
5. Service Delivery Innovation	4	Demonstrates ability to identify and seek potential sources of new ideas to enhance service delivery	<ol style="list-style-type: none"> 1. Consults clients and stakeholders in ways which improves delivery of services; 2. Communicates the benefits of service delivery opportunities to stakeholders; 3. Formulates and implements new ideas in service delivery; 4. Consults and utilises SDI best practices; 5. Integrates processes, policies and structures across the organisation to achieve improved effectiveness 					

				and efficiency in service delivery.					
TOTAL		100							
EVALUATION RESULTS									
1st QUARTER			2nd QUARTER			3rd QUARTER			4th QUARTER
	WEIGHTING	SCORE		WEIGHTING	SCORE				
CMC's			CMC's						
OPERATIONAL KPA's			OPERATIONAL KPA's						
%			%						

Accepted and Agreed:

MR. H. HUMAN
 EXECUTIVE DIRECTOR: DEVELOPMENT & PLANNING

MR. A.S.A. DE KLERK
 MUNICIPAL MANAGER

CLLR. M. HACK
 MMC: CONSUMER SERVICES

 DATE

 DATE

 DATE