

**UMFOLOZI MUNICIPALITY – KZ 281
UMKHANDLU WASEMFOLOZI**



2016/2017 PERFORMANCE PLAN

FOR

**MRS CN NGEMA
DIRECTOR COMMUNITY SERVICES**

01 JULY 2016 - 30 JUNE 2017

The annual management review on Key Performance Areas (KPA), Core Management Criteria (CMC) and Core Occupational Competencies (COC) agreed to in each manager's performance agreement has to be completed.

The annual performance appraisal involves the assessment of the achievement of results of the KPA's, CMC's and COC's in accordance with the five-point scale of (1-5).

DETAILS OF THE DIRECTOR

Period under review	2016/2017
Surname	Ngema
First Names	Cynthia N
Department	Community Services
Race	African
Gender	Female
Employee Number	KZ 281230
Date of Appointment	1 July 2012

Performance Plan

This plan defines the Council’s expectations from the Director: Community Services in accordance with the Director: Community Services’ performance agreement to which this document is attached. Section 57 (5) Of the Municipal Systems Act and the Performance Regulations gazetted in Note No: 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality’s Integrated Development Plan and determined in the agreement with the Municipal Manager (as representative to Council).

This plan consist of 7 parts:

- 1 Purpose of the position
- 2 Performance review procedure
- 3 Score card detailing the strategic objectives, functional key performance areas (KPA) and their related performance indicators, weightings and target dates
- 4 Competency Framework
- 5 Personal Development Plan
- 6 Consolidated score sheet - ***see annexure A***
- 7 Link to reward - ***see annexure B***

The period of this plan is 1 July 2016 to 30 June 2017.

Signed and accepted by the Director: Community Services: Date:

Signed by the Municipal Manager: Date:

1. PURPOSE OF THE POSITION

The Director: Community Services shall be responsible for the execution of Municipality's Community Department's duties (general supervision, control and efficiency of the Community Service Department), co-ordination of all activities related to Management Services and Administration Services in compliance with the relevant legislation and delegated authority applicable to the Municipality. The Director: Community Services will also ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Director: Community Services.

2. PERFORMANCE REVIEW PROCEDURE

- 2.1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in February and in August 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.
- 2.2. The Municipal Manager to request input from agendas, minutes and "customers" on the Director: Community Service'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 Director: Community Service's performance since they have closely with him on some or all expects of his job.
- 2.3. The Director: Community Services 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 submissions) in the relevant column in section 3 (scorecard).
- 2.4. The Director: Community Services to provide a rating for the final assessment meeting against the agreed objectives in the column provided in the KPA score card.
- 2.5. The Director: Community Services and Evaluation panel to meet to conduct formal performance rating and agreed final score. It may be necessary to have two meetings i.e. give the Director: Community Service scores and allow him/her 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.
- 2.6. The Evaluation panel to provide ratings of the Director: Community Service's performance against agreed objectives as a result of portfolio of evidence and/or comments and "customer" input.
- 2.7. Initially the scoring should be recorded on the score card then transferred onto performance assessment rating calculator.
- 2.8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.

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2.9. The assessment of the Director: Community Service’s performance will be based on the following rating scale:

TERMINOLOGY	DESCRIPTON	RATING LEVEL
Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.	5
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	4
Fully effective	Performance fully meets the standard expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement 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 employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	2
Unacceptable Performance	Performance does not meet the standard expected for the job. The review/ assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The employee 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

2.10. Only those items relevant for the review period in question should be scored.

2.11. The assessment of the performance of the Director: Community Services on the applicable Core Competencies will be based on the rating scale as reflected in section 4 of the performance plan.

2.12. The Municipal Manager and the Director: Community Services to prepare and agree on personal development plan (PDP) for addressing development gaps (section 5 of the performance plan).

2.13. The Municipal Manager and Director: Community Services to set new objectives, targets, performance indicators, weighting and dates etc for the following financial year.

2.14. 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. DIRECTOR'S SCORECARD

KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT... (WEIGHT %)														
IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
1.3	To ensure that the Municipality has well skilled competent, reliable and motivated employees and Cllrs	Number of Departmental meetings held by 30 June 2017	4 Departmental meetings by 30 June 2017	1 Departmental meeting held		1 Departmental meeting held		1 Departmental meeting held		1 Departmental meeting held				

KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY... (WEIGHT %)														
IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
2.1	Reduce backlogs on basic services	Number of households receiving refuse removal services	250 Households to receive refuse removal services on a weekly basis	250 Households receiving refuse removal weekly		250 Households receiving refuse removal weekly		250 Households receiving refuse removal weekly		250 Households receiving refuse removal weekly				

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KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT... (WEIGHT 5%)

IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			

KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT... (WEIGHT 5 %)

IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION... (WEIGHT %)

IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
5.20	To provide sustainable good governance for local communities	Number of awareness campaigns conducted by 30 June 2017	4 awareness campaigns on disaster risk management conducted by 30 June 2017	1 awareness campaign conducted		1 awareness campaign conducted		1 awareness campaign conducted		1 awareness campaign conducted				
5.22	To provide sustainable good governance for local communities	Number of Disaster Management/Fire Advisory meetings held by 30 June	To have 4 Disaster Management/ Fire Advisory Forum	1 meeting attended		1 meeting attended		1 meeting attended		1 meeting attended				

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		2017	meetings by 30 June 2017											
5.24	Enhance access to Library Services	Number of school awareness campaigns conducted by 30 June 2017	Conduct 8 school awareness campaigns on library services by 30 June 2017	2 awareness campaigns conducted		2 awareness campaigns conducted		2 awareness campaigns conducted		2 awareness campaigns conducted				
5.26	Enhance access to Library Services	Literacy Week by 30 September 2016	Literacy Week Conducted by 30 September 2016	Literacy Week conducted		N/A		N/A		N/A				
5.27	Enhance access to Library Services	Number of meetings attended by 30 June 2017	4 Interest Groups meetings attended by 30 June 2017	1 Interests Group meeting attended		1 Interests Group meeting attended		1 Interests Group meeting attended		1 Interests Group meeting attended				

KEY PERFORMANCE AREA 6: CROSS CUTTING... (WEIGHT 10%)														
IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
6.3	Ensure participation on OSS Initiatives	Number of WTT reports submitted to Local Task Team	Submit 12 WTT reports to Local Task Team by 30 June 2017	3 WTT reports submitted to LTT		3 WTT reports submitted to LTT		3 WTT reports submitted to LTT		3 WTT reports submitted to LTT				
6.3	Ensure participation on OSS Initiatives	Number of LTT reports submitted to Council	Submit 4 LTT reports to Council by 30 June 2017	1 LTT report submitted to Council		1 LTT report submitted to Council		1 LTT report submitted to Council		1 LTT report submitted to Council				

4. KNOWLEDGE, SKILLS AND BEHAVIOUR REQUIREMENTS

4.1. Core Management Criteria (CMC)

CORE MANAGEMENT CRITERIA (CMC)	WEIGHT %	MILESTONES/COMMENTS	RATING (1-5)	RATING (1-5)
			OWN	PANEL MEMBER
1. Strategic Capability & Leadership				
2. Programme & Project Management				
3. Financial Management (Compulsory)				
4. Change Management				
5. Knowledge Management				
6. Service Delivery Innovation				
7. Problem Solving & Analysis				
8. People Management & Empowerment (Compulsory)				
9. Client Orientation & Customer Focus (Compulsory)				
10. Communication				
11. Honesty & Integrity				
SUB-TOTAL				

4.2. Core Occupational Competency (COC)

CORE OCCUPATIONAL COMPETENCY	WEIGHT %	MILESTONES/COMMENTS	RATING (1-5)	
			OWN	PANEL MEMBER
1. Competence in Self-Management				
2. Interpretation of and implementation within the legislation and national policy framework				
3. Knowledge of developmental local government				
4. Knowledge of Performance Management & Reporting				
5. Knowledge of global & South African specific political, social and economic contexts				
6. Competency on policy conceptualisation, analysis and implementation				
7. Knowledge of more than one functional municipal fields/discipline				
8. Skills in mediation				
9. Skills in governance				
10. Competence as required by other national line sector departments				
11. Exceptional and dynamic creativity to improve the functioning of the municipality				
TOTAL	100%			

5. PERSONAL DEVELOPMENT PLAN

Area to be developed	Type of intervention	Target date	Performance Review for PDP		
			Progress	Barriers	Actions to Overcome Barriers