EXEC78-07-18.

CM51585

2018/2019 Individual Performance Scorecard
Executive Director: Kadri Nassiep
1 July 2018 - 30 June 2019

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2018	Proposed Annual Target 2018/19	Quarter 1 30 Sep 2018 Target	Quarter 2 31 Dec 2018 Target	Quarter 3 31 Mar 2019 Target	Quarter 4 30 Jun 2019 Target	WEIGHTING
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									**26%**
MUNICIPAL FINANCIAL VIABILITY									**20%**
SERVICE DELIVERY/GOOD GOVERNANCE									**44%**
SPECIAL PROJECTS									**10%**
									100%
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									**26%**
TRANSVERSAL MANAGEMENT									**12%**
1	Organisational culture	Increase in Culture assessment survey value for identified attributes (Score 1 - 5) per directorate	3,2	0.5	N/A	N/A	N/A	0.5	4%
2	Transversal Management	Percentage of approved policies, by-laws and corporate SOPs assessed and communicated	New	100%	100%	100%	100%	100%	3%
3		Percentage of assigned Resilience pathfinding questions actioned	New	100%	N/A	N/A	100%	N/A	1%
4		Increase in the PPM maturity level based on the PPM Operating Model	2.34	1	0.25	0.5	0.75	1	2%
5		Percentage of repeatable contracts with timelines indicating the process to start contract	New	95%	95%	95%	95%	95%	2%
MANAGEMENT INDICATORS									**14%**
6	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Actual unaudited as at 30 June 2018	2%	2%	2%	2%	2%	1%
7		Percentage adherence to EE target in all appointments (internal & external) per directorate	Actual unaudited as at 30 June 2018	85%	85%	85%	85%	85%	2%
8	5.1 Operational Sustainability	Percentage of absenteeism	Actual unaudited as at 30 June 2018	≤5%	≤5%	≤5%	≤5%	≤5%	2%
9		Percentage vacancy rate	Actual unaudited as at 30 June 2018	≤7%	≤7%	≤7%	≤7%	≤7%	1%
10		Percentage of Probity functions recommendations implemented	New	85%	85%	85%	85%	85%	5%
11		Percentage budget spent on implementation of Workplace Skills Plan per directorate	Actual unaudited as at 30 June 2018	95%	10%	30%	70%	95%	3%
MUNICIPAL FINANCIAL VIABILITY									**20%**
12	5.1 Operational Sustainability	Percentage of projects screened in SAP PPM	Actual unaudited as at 30 June 2018	95%	95%	95%	95%	95%	4%
13		Percentage spend of capital budget	Actual unaudited as at 30 June 2018	90%	14%	32%	50%	90%	6%
14		Percentage of operating budget spent	Actual unaudited as at 30 June 2018	95%	23%	47%	71%	95%	5%

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2018	Proposed Annual Target 2018/19	Quarter 1 30 Sep 2018 Target	Quarter 2 31 Dec 2018 Target	Quarter 3 31 Mar 2019 Target	Quarter 4 30 Jun 2019 Target	WEIGHTING
15		Percentage of assets verified		100%	N/A	N/A	60%	100%	5%
SERVICE DELIVERY/GOOD GOVERNANCE									**44%**
16	1.4. Resource efficiency and security	1.I Small scale embedded generation (SSEG) capacity legally installed and grid-tied measured in mega-volt ampere (MVA)	Actual unaudited as at 30 June 2018	3,5 MVA	0,45 MVA	1,47 MVA	2,49 MVA	3,50 MVA	8%
17	3.1. Excellence in basic service delivery	3.D Number of outstanding valid applications for electricity services expresed as a percentage of total number of billings for the service (NKPI)	Actual unaudited as at 30 June 2018	<0,5%	<0,5%	<0,5%	<0,5%	<0,5%	6%
18	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.K Number of electricity susidised connections installed	Actual unaudited as at 30 June 2018	1500	375	750	1125	1500	8%
19	5.1 Operational Sustainability	5.D Percentage spend on repairs and maintenance	Actual unaudited as at 30 June 2018	95%	23%	47%	71%	95%	7%
20		Revenue collected as a percentage of billed amount	Actual unaudited as at 30 June 2018	98%	98%	98%	98%	98%	10%
21		Percentage of Capex and Opex items (finance) matched to demand plan items	New	75%	75%	75%	75%	75%	1%
22		Average turnaround time (16 weeks) of regular tender processes in accordance with demand plan	New	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	1%
23		Average turnaround time (20 weeks) of complex tender processes in accordance with demand plan	New	20 weeks	20 weeks	20 weeks	20 weeks	20 weeks	1%
24		Percentage reduction of SCM deviations	New	20%	N/A	N/A	N/A	20%	2%
SPECIAL PROJECTS									**10%**
25	3.1 Excellence in basic service delivery	Percentage burning rate of all public and street lights	Actual unaudited as at 30 June 2018	90%	90%	90%	90%	90%	4%
26		SAIFI (System Average Interruption Frequency Index)	< 1.3 occasions	< 1.3 occasions	< 1.3 occasions	< 1.3 occasions	< 1.3 occasions	< 1.3 occasions	3%
27		SAIDI (System Average Interruption Duration Index)	< 3 hrs	< 3 hrs	< 3 hrs	< 3 hrs	< 3 hrs	< 3 hrs	3%

Executive Director

Kadri Nassiep

City Manager

Lungelo Mbandazayo

2018 -07- 25

2018/2019 Individual Performance Scorecard
Executive Director: Kadri Nassiep
1 July 2018 - 30 June 2019

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator		WEIGHTING	CONTACT DEPARTMENT
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**26%**	
MUNICIPAL FINANCIAL VIABILITY				**20%**	
SERVICE DELIVERY/GOOD GOVERNANCE				**44%**	
SPECIAL PROJECTS				**10%**	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**26%**	
TRANSVERSAL MANAGEMENT				**12%**	
1	Organisational culture	Increase in Culture assessment survey value for identified attributes (Score 1 - 5) per directorate	A statistically valid and reliable composite score which measures employee perceptions of shared values, employee engagement and leading change through the annual cultural assessment survey as measured per directorate. A positive outcome of the cultural assessment survey would be a score of ≥ 2.5. The measure is given against the Likert scale ranging from: 1 strongly disagree and 5 strongly agree. The objective is an annual increase of 0,5 on the respective baselines for Directorates eg. Target: Baseline + Increase -> 3.2+0.5=3.7	4%	**Department:** Organisational Effectiveness and Innovation **Source document:** Survey results **Contact person:** Monica Pregnolato 021 400 9221
2		Percentage of approved policies, by-laws and corporate SOPs assessed and communicated	Number of SOPs assessed and communicated to management as a percentage of all approved policies, by-laws and corporate SOPs for implementation for the financial year.	3%	**Department:** Strategic Policy Unit **Source document:** List of policies, by-laws and SOPs **Contact person:** Daniel Sullivan 021 400 5097 Hugh Cole (Director: OPP) sends a list of approved policies and by-laws to the CM quarterly
3		Percentage of assigned Resilience pathfinding questions actioned	This indicator measures: the number of assigned pathfinding questions actioned per ED according to the action plans and terms of reference set out by the Resilience Department and signed off by EMT, divided by the total number of assigned pathfinding questions assigned to the ED. The questions will feed into the Resilience Strategy which will be approved by Council on 31 March 2019. Note: Where a pathfinding question is assigned to more than one directorate, then both EDs shall be scored for the delivery thereof.	1%	**Department:** Resilience **Source document:** Quarterly results and report to EMT **Contact person:** Cayley Green 021 400 1257
4	Transversal Management	Increase in the PPM maturity level based on the PPM Operating Model	This is based on the roll-out of the PPM Operating Model. The maturity level is measured on a scale of 1 - 5. The Maturity Levels: * Level 1 – Initial Process: No standard process or tracking system – informal processes * Level 2 – Repeatable Process: Minimum standards for processes and procedures * Level 3 – Defined Processes: Defined processes which allow for flexibility * Level 4 – Managed Process: Obtain and retain specific measurements and quality management requirements * Level 5 – Optimised Processes: Continuous process improvement and proactive technology and problem management for future improvements The EDs for Finance and Strategic Governance will be measured on a City-wide maturity level. This indicator is cumulative.	2%	**Department:** Organisational Performance Management: CPPM **Source document:** PPM assessment **Contact person:** Ben Peters 021 400 9206

No.	Objective	Key Performance Indicator		WEIGHTING	CONTACT DEPARTMENT
5		Percentage of repeatable contracts with timelines indicating the process to start contract	Monthly Tender Tracking System (TTS) report indicating the percentage of repeatable contracts with agreed timelines as agreed with SCM and marked as such in TTS, measured at the end of the quarter (not cumulative). Five percent (5%) error rate to account for the contracts created in the last week of the quarter. Monthly TTS report will be made available by the Contract Management Unit from the Contract Monitoring System to EMT. Repeatable contracts refers to contracts where the goods and services are recurring as opposed to once off.	2%	**Department:** Organisational Performance Management: Contract Management **Source document:** Monthly TTS report to EMT **Contact person:** Maureen Whare 021 400 9206
MANAGEMENT INDICATORS				**14%**	
6	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the `Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g. staff complement of 100 target is 2% which equals to 2.	1%	**Department:** Organisational Effectiveness and Innovation **Source document:** EE Stats Report **Contact person:** Sabelo Hlanganisa 021 444 1338
7		Percentage adherence to EE target in all appointments (internal & external)	Formula: Number of EE appointments (external and internal appointments) / Total number of posts filled (external and internal appointments) This indicator measures: 1. External appointments - The number of external appointments across all appointments made by the directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the organisational EE plan and the directorate EE target. 2. Internal appointments - The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target.	2%	**Department:** Organisational Effectiveness and Innovation **Source document:** EE Stats Report **Contact person:** Sabelo Hlanganisa 021 444 1338
8		Percentage of absenteeism	The indicator measures the actual number of days absent due to sick, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.	2%	**Department:** Human Resources **Source documents:** Quarterly absenteeism report **Contact person:** Charl Prinsloo 021 400 9150
9		Percentage vacancy rate	This is measured as the number of vacant positions expressed as a percentage of the total approved positions on the structure for filling, (vacant positions not available for filling are excluded from the total number of positions). To provide a realistic and measurable vacancy rate the percentage turnover within the Department and Directorate needs to be factored in. Vacancy excludes positions where a contract was issued and the appointment accepted. This indicator will therefore be measured as a target vacancy rate of 7%, (or less), plus the percentage turnover (Turnover: number of terminations over a rolling 12 month period divided by the average number of staff over the same period]. This indicator will further be measured at a specific point in time.	1%	**Department:** Human Resources **Source documents:** Quarterly vacancy report **Contact person:** Yolanda Scholtz 021 400 9249

No.	Objective	Key Performance Indicator		WEIGHTING	CONTACT DEPARTMENT
10	5.1 Operational Sustainability	Percentage of Probity functions recommendations implemented	• **Internal Audit**: Number of Internal Audit (IA) recommendations as per previous audit reports; and/or number of original tests as per previous continuous audit reports. Minus the number of unresolved recommendations (i.e. recurring) and/or 'failed' tests (i.e. recurring), expressed as a percentage of the number of internal audit recommendations as per previous audit reports and/or number of original tests as per previous continuous audit reports. • **Forensic:** Number of recommendations on the directorate's forensic recommendation register marked as 'implemented' by Forensics, as a percentage of the total number of forensic recommendations. This related to forensic reports issued to the ED that are older than 90 days. Note: The total number of forensic recommendations counted: - **Includes** recommendations relating to forensic reports issued before 1 July 2017 and not implemented before the commencement of the 2018/2019 financial year; and - **Excludes** recommendations where it was recommended that the investigations be closed • **Risk**: Number of action plans assigned to the ED, due within the qurter ending and marked as 100% complete based on action owner feedback; expressed as a percentage of the total number of action plans assigned to the ED and due within the ending, excluding the number of duplicated action plans assigned to the ED and due within the quarter ending • **Ethics:** Number of recommendations on the directorate ethics recommendation register marked as 'implemented' by Ethics, as a percentage of the total number of ethics recommendations. This relates to ethics reports that are older than 90 days and excludes recommendations where it was recommended that hte investigation be 'closed'. Note: 'Closed' means there was no recommendation action required by line management. • **Ombudsman:** Number of accepted recommendations marked as implemented by the Ombudsman as a percentage of the total number of accepted recommendations. This relates to recommendations with accepted dates that are older than 90 days as per reports issued to the ED	5%	**Department:** Probity **Source documents:** refer to definition **Contact person:** Denise Flack 021 400 9279
11		Percentage budget spent on implementation of Workplace Skills Plan per directorate	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget. The measure will be per directorate.	3%	**Department:** Human Resources **Source documents:** WSP report per quarter **Contact person:** Nonzuzo Ntubane 021 400 4056
MUNICIPAL FINANCIAL VIABILITY				**20%**	
12		Percentage of projects screened in SAP PPM	Projects Screened in SAP PPM for the budget (95%) – per budget cycle for the current fiscal year and next fiscal year, measured at adjustment budget stage and at draft budget stages. Measurement: Metrics extracted from SAP PPM from budget submissions. Screening includes: - Screening Questionnaire - Implementation Complexity Questionnaire - Strategic Themes Questionnaire - GIS Location Mapping	4%	**Department:** Organisational Performance Management: CPPM **Source document:** PPM report **Contact person:** Ben Peters
13		Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.	6%	Directorate Finance Manager
14	5.1 Operational Sustainability	Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.	5%	Directorate Finance Manager

No.	Objective	Key Performance Indicator		WEIGHTING	CONTACT DEPARTMENT
15		Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1+N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.	5%	Directorate Finance Manager
SERVICE DELIVERY/GOOD GOVERNANCE				**44%**	
16	5.1 Operational Sustainability	1.G Megawatts of new small scale embedded generation	This indicator measures the total amount of power that can be generated by new installations of smaller renewable energy generators such as rooftop solar photovoltaic (PV) connected to the electrical grid on the consumer's side of the consumer's electricity meter.	8%	Energy
17		3.D Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	This indicator reflects the number of outstanding valid applications (down-payments received) for electricity services (meter and prepaid) (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service	6%	Energy
18		3.K Number of electricity subsidised connections installed	This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low-cost housing.	8%	Energy
19		5.C Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.	7%	Directorate Finance Manager
20		Revenue collected as a percentage of billed amount	To measure the receipts as a percentage of billing covering the immediate 12 months period.	10%	Directorate Finance Manager
		Percentage of Capex and Opex items (finance) matched to demand plan items	Percentage of operating and capital line items created on this demand plan for MTREF plan.	1%	Supply Chain Management (SCM)
		Average turnaround time (16 weeks) of regular tender processes in accordance with demand plan	Average turnaround time (weeks) of regular tender processes in accordance with the demand pan. To increase the through-put of tenders from closing of advert to award of tenders (with fewer than 500 line items (complexity)) above R200 000.	1%	Supply Chain Management (SCM)

No.	Objective	Key Performance Indicator		WEIGHTING	CONTACT DEPARTMENT
		Average turnaround time (20 weeks) of complex tender processes in accordance with demand plan	Average turnaround time (weeks) of complex tender processes in accordance with the demand pan. To increase the through-put of tenders from closing of advert to award of tenders (with more than 500 line items (complexity)) above R200 000.	1%	Supply Chain Management (SCM)
		Percentage reduction of SCM deviations	The number of deviations (excluding sole single provider deviations and deviations relating to disaster such as fire, floods) reduced year on year (based on previous year's achievement). Number of SCM deviations reduced by the target percentage % year on year for the department/ directorate.	2%	Supply Chain Management (SCM)
SPECIAL PROJECTS				**10%**	
21	5.1 Operational Sustainability	% burning rate of all public and street lights	% of public and street lights functioning based upon a monthly sample of lights on various routes across the City	4%	EGD
22		SAIFI (Systems Average Interruption Frequency Index)	The SAIFI of a network indicates how often the average customer connected would experience a sustained unplanned interruption per annum. These figures provide an estimated SAIFI of the CoCT network including MV and HV events, but excludes LV events. The estimate is based on kVA capacity lost at 1 customer = 1kVA	3%	EGD
23		HV + MV SAIDI (System Average Interruption Duration Index)	The SAIDI of a network indicates the duration of a sustained interruption the average customer would experience per annum	3%	EGD

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CORE MANAGEMENT COMPETENCIES
ANNEXURE C

Core Competency Requirements	Core Managerial Competencies	Competency Definitions	Weighting	Quarter 1 30 Sep 2018	Quarter 2 31 Dec 2018	Quarter 3 31 Mar 2019	Quarter 4 30 Jun 2019	Rating ED	Rating Panel
	Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	20%						
	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and built efficient contingency plans to manage risk.	20%						
	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	10%						
	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	20%						
	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	10%						
	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified outcomes.	20%						

Executive Director
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24/07/18
Date

City Manager
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