

Individual Performance Scorecard: 2009/10 Director: Corporate Services A. Magwentshu Position Purpose:	Level	Terminology	Description
	5	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 PA and Performance plan and maintained this in all areas of responsibility throughout the year.
	4	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 and fully achieved all others throughout the year.
	3	Fully effective	Performance fully meets the standards 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 PA and Performance Plan.
	2	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 PA and Performance Plan.
1	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 PA 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.	

To provide strategic leadership and management of Corporate Services to BCM with regard to Human Resources, Organizational Support and Mayor's Support

KPA	Service Delivery Objective	IDP Reference Codes	Indicators	Indicator Type	Measurement Source	Frequency	Baseline	Target 09/10	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation / Barriers	Score	
																Review 1	Review 2
Good Governance & Public Participation	To support monitoring and Tracking of Council resolutions for effective decision-making	BCM1	% monitoring and tracking of the implementation of the Council decisions implemented	Process	Executive Mayor's meeting	Quarterly	100%	100%	100%	100%	100%	100%					
			Time taken to circulate Council agenda to all Councillors before a meeting	Process	Register of items listed for inclusion in packages	Quarterly	4 days	4 days	4 days	4 days	4 days	4 days					
			Time taken to circulate Council report / information after the meeting		Register of items listed for inclusion in packages	Half-yearly	7 days	7 days	7 days	7 days	7 days	7 days					
			% of Council meetings taking place as scheduled		Executive Mayor's meeting Agenda and Council Meeting agendas	Quarterly	95%	95%	95%	95%	95%	95%					
		Ensure that schedule of Council, EMM, Standing and Strategic Committee meetings for the year is developed		Schedule of EMM, Standing & Strategic Committee meetings adopted by Council		Report with schedule of meetings	Annually	100%	100%	n/a	n/a	n/a	100%				

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	Ensure efficiency of council processes and systems		Time taken to update Council meeting reports, decisions and minutes on a functional electronic system after each meeting		Meeting agenda	Quarterly	4 days	4 days	4 days	4 days	4 days	4 days					
	Transform organisational culture to be developmental and performance orientated, thus enabling BCM to realise its vision and mission		Turnaround time for disciplinary and grievance issues		Management Report	Quarterly	5 months	3 months	4 months	4 months	3 months	3 months					
			% implementation of Talent Management Programme		Council Report	Half-yearly	10%	50%	10%	20%	30%	50%					
Municipal Institutional Development & Transformation	To implement the HIV/Aids workplace programme linked to the employee wellness programme (as per HIV/Aids Cross-cutting Strategy).	I & F6	Provision of e-learning materials on HIV/AIDS		HIV/AIDS Materials on intranet	Quarterly	4 per year	8 per year	2	4	6	8					
	Improved health and well-being of all BCM employees		Number of Employee Wellness days conducted for BCM Councillors and Employees		Management Report	Half-yearly	1	2		1		2					
	Transform organisational culture to be developmental and performance orientated, thus enabling BCM to realise its vision and mission		Turnaround time for disciplinary and grievance issues		Management Report	Quarterly	5 months	3 months	4 months	4 months	3 months	3 months					
			% implementation of Talent Management Programme		Council Report	Half-yearly	10%	50%	10%	20%	30%	50%					

KPA	Service Delivery Objective	IDP Reference Codes	Indicators	Indicator Type	Measurement Source	Frequency	Baseline	Target 09/10	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation / Barriers	Score	
																Review 1	Review 2
	Review and implement the workplace skills plan		Implementation of Council approved WSP per year		WSP and Implementation Report	Quarterly	80%	85%	21.25%	42.5%	63.75%	85%					
		I&F6	% of municipal budget spent on implementing the skills development programme		Financial Report	Quarterly	1.0%	1.25%	,3125%	,625%	,9375%	1.25%					
		I & F6	A skills development programme linked to the talent management strategy		WSP	Half-yearly	WSP was not formally linked to the talent management	85%	10%	40%	60%	85%					
	Review and implement the Employment Equity Plan		% implementation of BCMs EE annual targets		EE Plan Report	Quarterly	26	29	26	27	28	29					
	Capacitation of Institution to improve service delivery		Review Human Resource Strategy		Management Report	Annually	Existing strategy	Reviewed strategy	25%	50%	75%	100%					
	Capacitation of Institution to improve service delivery		Review Human Resource Strategy		Management Report	Annually	Existing strategy	Reviewed strategy	25%	50%	75%	100%					
	Review & alignment organisational structure		Reviewed organizational structure adopted by Council		Report to Council	Annually	HR Strategy developed	100%	n/a	n/a	n/a	100%					
	Development of an optimised Internal Audit Activity Plan within BCM		Framework adopted by Management & Audit Committee		Framework Document	Annually	No framework	1	20%	30%	70%	100%					
	Effective Communication & access to information within BCM (Review Section 14 manual)		Review of Information Access procedures		Report to Council & number of applications or access to information	Annually	Approved Procedure Manual	100%	10%	30%	70%	100%					

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	Uniform Records / Management System (% implementation of EDMS)		A uniform Records Management System		Report on implementation of EDMS file plan	Bi-Annually	Different record process & filing system	40%	10%	20%	30%	40%					
	Functional ICT infrastructure & systems based on good governance practices		Council approved ICT Service Delivery Model		Management Report, General Audit	Quarterly	Non-integrated IS applications	50%	10%	20%	30%	50%					
			Implement a functional Integrated Telecom Network		Management Report	Quarterly	Old PABX	50%	10%	20%	30%	50%					
	ICT service delivery model implemented		Implement a functional Radio Network System		Management Report	Quarterly	Existing Radio Network	80%	10%	30%	40%	80%					
	Development of IT governance policies and procedures		Number of ICT policies approved by Council		Management Report	Quarterly	IT Framework Approved	3	n/a	1	2	3					
MUNICIPAL :					DIRECTOR:					A. MAGWENTSHU							
MANAGER:																	
SIGNATURE:					SIGNATURE:												
DATE:					DATE:												