

ANNEXURE A

**PERSONAL PERFORMANCE PLAN 2012/13:
CHIEF FINANCIAL OFFICER**

KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Comply with statutory and best practice prescripts relating to expenditure	100	Less than 10% of expenditure transactions are queried during external auditing due to inadequate supporting documentation	30/06/12		
Consumer accounts are prepared accurately and delivered regularly		Less than 3% of consumer accounts are queried for inaccuracies	On-going		
		Inquiries about consumer accounts are adequately resolved within 3 days of receipt	On-going		
		Consumer accounts are prepared and distributed monthly not less than 14 days before the due date	Monthly		
Increase <u>current debtors</u> payment rate from 55% to 85%		Prepare “cut-off” list within 7 working days after due date for payment of consumer accounts, prioritising local business, public servants and organs of state	Monthly		
		Notify defaulting debtors of intention to discontinue/suspend services unless payment is made	Monthly		
		Ensure services are discontinued/ suspended if notices are ignored	Monthly		
		Regularly follow-up “stay-offs”	Monthly		
		Submit list of habitual defaulters [consumers who default more than once during a 3 month period] to chairpersons of relevant ward committees	Quarterly		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
		Assess accessibility and reliability of cashiering services	30/09/12		
Reduce <u>overdue debtors</u> [i.e. debtors older than 30 days] as at 30 June 2010 by 20%		Prepare a draft strategy, including specific milestones and timelines for reducing overdue debtors and submit to the Executive Mayor for consideration by the Council, such strategy <i>inter alia</i> to specifically identify and target overdue debtors who are able to pay [e.g. public servants, local business and organs of state]	30/09/12		
		Prepare and distribute final notices to overdue debtors who have not – <ul style="list-style-type: none"> • been handed over for collection; and • made, or do not comply with, agreed arrangements for settling overdue debt 	31/10/12		
		Commence collection procedures against overdue debtors who – <ul style="list-style-type: none"> • do not respond to final notices; and • default on agreed settlement arrangements 	On-going		
Effectively manage the Municipality's cash flow		Actual expenses and receipts do not deviate more than 3% from monthly cash flow projections	Monthly		
		95% of creditors are paid within 30 days of receipt of invoice/statement	Monthly		
Maintain database of accredited suppliers		Annual re-registration of suppliers to the database of accredited suppliers completed	30/08/12		
		Applications by suppliers for inclusion in the database of accredited suppliers are verified and captured within one month after receipt	Monthly		
Variations of contracts managed by the Department are		Documented contract variations	As and when		

Performance objective [Main tasks]	Weight	Key Performance Indicator [Evidence of performance]	Target Date	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
comprehensively documented, approved and annexed to the principal contract as a properly executed and signed addendum			required		
Suppliers engaged by the Department meet performance standards in terms of quality, budgets and timelines		Set input, output and outcome indicators for each service-provider appointed for the Department	As and when required		
		Measure performance of service-providers against agreed indicators	Monthly		
		Report to the Municipal Manager on performance of suppliers executing projects managed by the Department	Monthly		
No irregular, unauthorised or fruitless and wasteful expenditure is committed, made, authorised or incurred from budget votes the management of which was allocated to the Employee		No expenses incurred by/on behalf of the Department are disallowed for being irregular, unauthorised or fruitless and wasteful	30/06/13		
Expeditiously respond to internal and external audit enquiries relating to the department		Written response to audit queries are submitted within 5 working days after receipt	As and when required		
TOTAL					

CORE COMPETENCY REQUIREMENTS

Competencies	Weight	Description/Definition	Achievements/Progress/ Comments/Reference to evidentiary documents	Rating
Financial management	30	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.		
People management and empowerment	20	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's strategic objectives.		
Client orientation and customer focus	20	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.		
Strategic capability and leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate		
Problem solving and analysis	10	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.		
Programme and project management	5	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.		
Honesty and integrity	10	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.		
Competence in policy conceptualisation, analysis and implementation	10	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else.		
TOTAL				

RATING ASSESSMENT CALCULATOR

KEY PERFORMANCE AREAS

Key performance area	Weight	Rating	Score
Municipal financial viability and management	100		
Total score			
Total weight, key performance areas			80%
Weighted score, Key performance areas			

CORE COMPETENCY REQUIREMENTS

	Core competency requirement	Weight	Rating	Score
1	Financial management	30		
2	People management and empowerment	20		
3	Client orientation and customer focus	20		
4	Strategic capability and leadership	10		
5	Problem solving and analysis	10		
6	Programme and project management	5		
7	Honesty and integrity	10		
8	Competence in policy conceptualisation, analysis and implementation	10		
	Total score			
	Total weight, core competency requirements			20%
	Weighted score, core competency requirements			